

EUROPEAN NEWS

W German unions back radical EC social plan

By David Goodhart in Bonn

EVERY European Community worker should be entitled to extensive consultation and collective bargaining rights, unemployment benefits starting at 65 per cent of previous net income and falling no lower than 60 per cent, and a regular working week of no more than 40 hours, according to the definitive proposals for the EC's social action programme put forward by the German Trade Union Federation (DGB).

Reserves fall by third in Denmark

By Hilary Barnes in Copenhagen

DENMARK'S foreign exchange reserves fell by almost a third in October from DKr55.66bn (\$7.73bn) to DKr38.58bn, following heavy intervention to support the krona on October 13, according to the monthly foreign exchange reserves statement from the National Bank. They are now at their lowest for two years.

Portugal gears up for elections

By Patrick Blum in Lisbon

PORTUGAL'S forthcoming local elections will be a key test for the Government, which is coming under strong criticism from right and left over its handling of the economy, and for the new leadership of the opposition Socialist Party.

Although voting does not take place until December 17, the ruling Social Democratic Party (PSD) is already fighting a difficult battle in its key campaigns in Oporto and Lisbon. The results in these two cities will give a strong indication of the main parties' prospects in the general elections due in 1991 and of the electorate's opinion of Prime Minister Anibal Cavaco Silva.

Report adds strength to Delors framework

By Ian Davidson in Paris

THE BRITISH paper on an Evolutionary Approach to Economic and Monetary Union in Europe has almost certainly come too late to have any impact on the basic framework of debate inside the EC.

Finnish PM sets face against EC membership

By Robert Mauthner, Diplomatic Correspondent

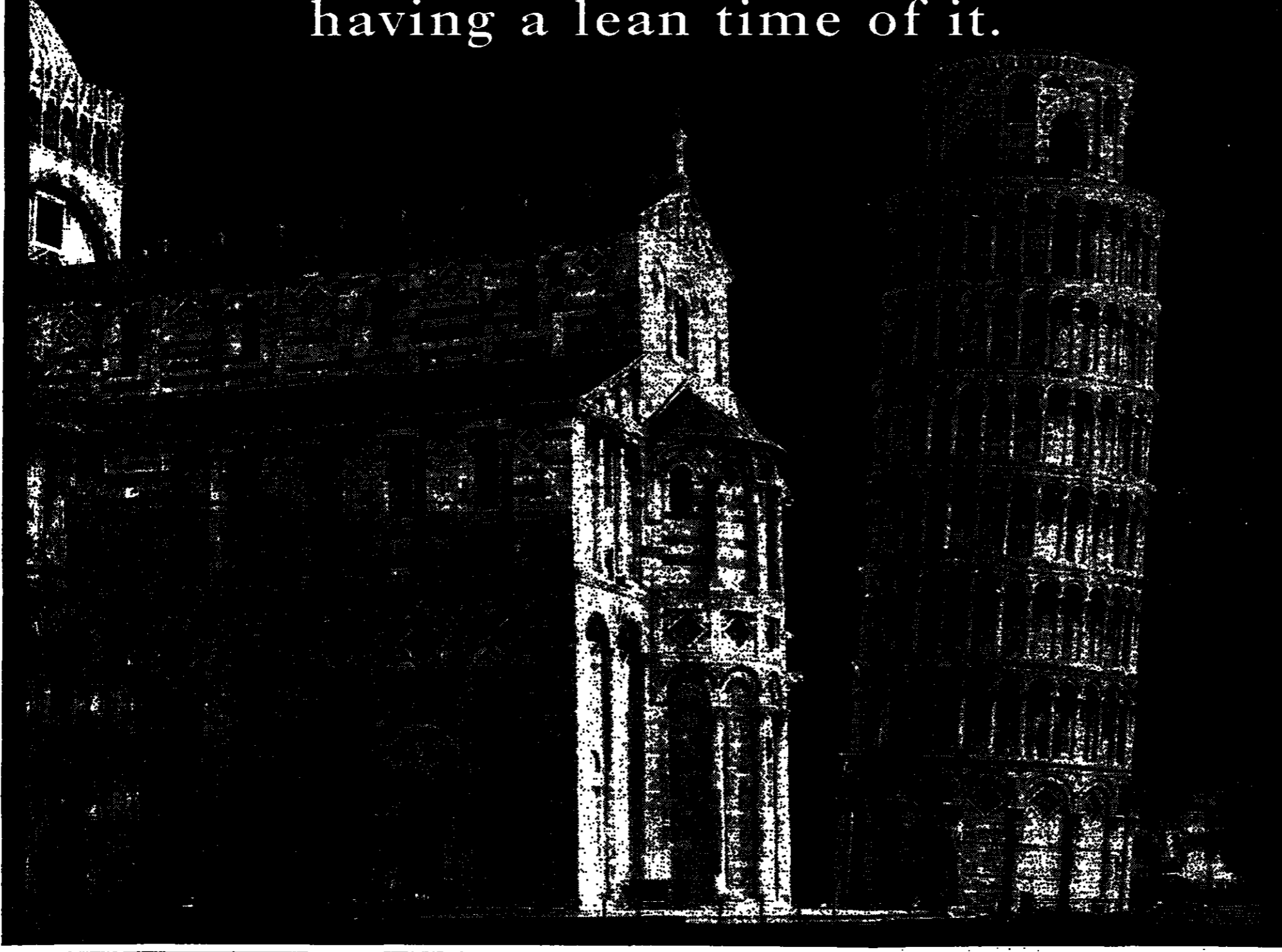
FINLAND WILL not enter into any arrangements with the European Community which would undermine its freedom to make its own decisions, Mr Harri Holkeri, the Finnish Prime Minister, said in London during a three-day official visit.

Romania impedes pact on protecting environment

By Robert Mauthner, Diplomatic Correspondent

ROMANIA IS delaying an international accord on the environment with objections to human rights proposals, Western diplomats at a 35-nation conference in Sofia told Reuters yesterday.

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Instead, it set out to clarify questions which governments will need to address in order to take the appropriate decisions. Among other issues, it highlights the question whether the EC would need new institutions or merely a strengthening of existing bodies, as well as whether economic policy coordination within the framework of economic union would require binding constraints on national budgetary policies. The report also focuses on whether economic and monetary union would require a strengthening of the EC's democratic arrangements. The British paper is doubtless in time to secure a place on the agenda at the two sessions of the Council of Ministers. But the tenor of the Guigou report (see supplement) is understood to indicate that all the other governments are satisfied with the Delors Report as the starting point for discussion. The difference of opinion between Britain and the rest is explicitly related to at one point. An allusion is made to the UK suggestion that there could be a different framework from that set out in Delors, but the report says this view was not shared by the other delegations. In all other respects, however, it is understood to be unanimous. The British officials, Mr John Kerr of the Foreign Office and Mr Nigel Wicks of the Treasury, contributed actively and constructively in the work of the committee, though they repeatedly pressed their contributions to discussion, with the caveat that their Government did not share the basic assumptions of the Delors Report. Though the Guigou Committee made no attempt to answer the questions it posed, the French administration is apparently confident that political support for the Delors framework of EMU, and for the convening of an inter-governmental conference is widespread among member states except Britain.

Romania signed the final document in Vienna, but said later it would not implement it fully. It has also insisted that any provisions on industrial accidents be extended to include nuclear accidents - despite CSCE agreements that nuclear issues be dealt with separately by the International Atomic Energy Agency. "They seem to be particularly concerned by the proximity of other countries' nuclear plants to their own borders," one Western delegate said. Romania was also unhappy with a reference to Comsec in a draft text proposed by several states, because Bucharest resented Moscow's traditional domination of the organisation, he said.

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EUROPEAN NEWS

Full steam ahead for Siberia's permafrost express

Quentin Peel in Moscow looks at dusted down plans for a mainline railway through the tundra

THE 3,100km Baikal-Amur Mainline railway (BAM), built through the frozen wastes of Siberia for the past 15 years, will finally be commissioned next week, Soviet officials have announced.

The project, alternatively described as the Railway of the Century, or the greatest white elephant left behind by former Soviet leader Mr Leonid Brezhnev, is intended to open up vast areas of mineral-rich territory in eastern Siberia, and provide urgent relief for the over-loaded Trans-Siberian Railway.

It runs from Lake Baikal in the west to the city of Komsomolsk, on the Amur river, in the Soviet Far East, with a spur to the South Yakutia coalfield.

However to date the line has moved only a fraction of the rail traffic that was intended, and produced nothing but controversy in the Soviet media. Built largely with the dedicated

labour of tens of thousands of Young Communist activists, it has suffered chronic problems of labour desertion, supply shortages, and technical construction difficulties in the Siberian taiga and tundra, attempting to lay rail lines on permafrost.

In the end, the announcement of its opening, the day after the annual celebration of the 1917 revolution, has been a low-key, almost apologetic affair.

"We are ready," said Mr Alexei Chernyugov, deputy head of the chief operations division of the Ministry of Railways, yesterday. "We have all the staff trained and equipment that we need. It is all going according to plan."

Reports throughout the building process, however, suggest the opposite.

The official news agency, Novosti, reported five months ago that of the 45 new settlements planned along the

new railway, only 12 were habitable. No work had begun on any of the "giant territorial complexes on the sites of immense natural deposits" supposed to be opened up by the new route - with the exception of the South Yakutia coal field.

About 40 per cent of the services and cultural facilities planned had not been completed.

Mr Yefim Bassin, the deputy Minister of Transport Construction, who heads the 60,000-strong BAM building team in the town of Tynda, said that although the line was ready for commissioning, "many problems remain on either side of the track."

"Industrial investment today has virtually become a hindrance to the region," he wrote in Pravda, the Communist Party newspaper. Major ministries and state enterprises had failed to invest, frightened by the huge initial costs of developing new facilities in such a remote area.

He also angrily attacked the failure of state suppliers to fulfil their contracts, revealing that many demanded barter payment in much-needed plant and equipment before they would send supplies.

The railway will carry 10 to 12 pairs of trains (one in each direction) each day, with an initial capacity of 10m tonnes a year, Mr Chernyugov said.

However he refused to speculate on the prospects for substantial transit traffic being carried between Western Europe and the Far East, especially Japan, via the BAM.

"From Finland we have had requests," he said. "We are ready to take any cargo. But it will depend on the demand from Japan."

Transit traffic would be shipped through the port of Vanino, and by ferry to Sakhalin Island, he said,

rather than south to the ports of Vladivostok and Nakhodka.

Mr Bassin was more optimistic, saying that foreign businessmen showed more interest in the BAM zone than Soviet ministries. "They sense that profit can be made."

He said that talks had already been held with companies from Japan, the US, West Germany, Sweden, South Korea and Italy.

Through the columns of Pravda he issued an urgent appeal for Soviet enterprises to believe in the project which was once hailed as the greatest achievement of the Brezhnev years.

"In recent years we have passively observed how the economic strength of the countries of the Pacific region has grown - in Japan, and South Korea. Is it not about time for the (Soviet) Far East to be included in this process?"

Soviet trade chief calls for import curbs

By Quentin Peel in Moscow

URGENT ACTION to curb imports of iron and steel, pipes and tubes, and grain, in the face of a growing crisis in the Soviet balance of payments, has been called for by Mr Stepan Sitaryan, the country's new foreign trade supremo.

Only days after his appointment as Deputy Prime Minister responsible for foreign economic relations, Mr Sitaryan gave a dismal assessment of the country's plight, in the face of a slump in its earnings from oil and raw materials exports.

Figures for the first nine months of the year show that a string of important exports are running way below planned levels.

These include oil and petrol, running at 47 per cent and 41 per cent respectively, machinery and equipment (46 per cent), rolled ferrous metals (36 per cent) and fertilisers (46 per cent).

Goskomstat, the state statistics committee, said that "this shortfall in the export plan for these goods will lead to a significant deficit" particularly in hard currency trade.

The extent of the hard currency squeeze is underlined by the fact that imports from capitalist countries alone rose 15.8 per cent during the nine months.

Mr Sitaryan, who was confirmed in his post on Monday in place of Mr Vladimir Kamenshev, said the trade situation was now "critical".

"The contribution of foreign trade in the gross national product continues to fall, he said. "Currency losses in connection with the plummeting oil price we have still not succeeded in compensating for the export of other goods."

shortest possible time we have to put an end to this practice altogether."

In 1988, ferrous metals accounted for 2.1 per cent of total imports, or some Rbs1.37bn, and pipes and tubes for more than 3 per cent, worth more than Rbs2bn (£2bn).

He was more cautious in expressing the hope that grain imports might be stopped by the end of the current five-year plan, or the end of 1990. The Soviet Union imported an estimated 39.5m tonnes of grain last year.

Mr Sitaryan, hitherto a first deputy chairman of Gosplan, the state planning committee, said it was essential to expand exports of manufactured goods

Kohl abandons plan to visit Polish shrine

By Christopher Bobinski in Warsaw and David Goodhart in Bonn

POLAND'S NEW Government yesterday hosted sensitive and apparently successful talks with senior emissaries of both Germanys.

After an unexpected visit by Mr Horst Telezhick, one of the closest advisers of Mr Helmut Kohl, it was announced that the Chancellor had dropped plans to visit a controversial shrine in western Poland, scene of fighting between Germans and Poles in the 1920s.

Mr Kohl's stated wish to attend a German-language

Mass at a monastery in Saint Anne's hill had cast a shadow over preparations for his six-day trip to Poland.

Warsaw also saw a brief visit from Mr Egon Krenz, the East German leader, who spoke to President Wojciech Jaruzelski and Mr Tadeusz Mazowiecki, the Solidarity Prime Minister.

Mr Krenz suggested afterwards that there were lessons to be learned from Poland's reforms. "I can take a lot of good from this experience back to the GDR (East Germany)," he said.

The West German leader's travel plans had raised fears in Poland of demonstrations by local people, anxious to assert their rights as German national minority. It has also stirred deeper worries about German acceptance of Poland's western frontier.

Mr Harmut Koschik, general secretary of an influential West German association grouping refugees from Germany's former eastern territories, argued earlier yesterday that the trip should go ahead.

In an interview with the FT in Bonn, he said St Anne's Hill should never have been allowed to become an issue but as it had become one, Mr Kohl should not give up the visit.

"The Communists in Poland are using this issue for their own domestic political ends."

He also stressed that the site had been a symbol of reconciliation between Polish and German Christians for almost 500 years before the bloody events of the early 1920s gave it another significance.

Threat of nationwide coal strike diminishes

By Quentin Peel in Moscow

THE THREAT of a concerted nationwide coal strike seemed to be receding yesterday but there were fresh reports of local disruption, raising the prospect of fuel shortages as winter sets in, writes John Parker in Moscow.

At Vorkuta, the coal-mining region built by Stalin's prisoners inside the Arctic Circle, 11 of the 18 pits were on strike. Miners at Inta, 150 miles south-west, were holding a strike ballot.

But in the biggest coal-mining region, the Doubs, calls for an all-out strike were narrowly rejected after a symbolic two-hour stoppage. The miners were meeting to consider their next step.

With temperatures falling to minus 30 centigrade, miners in all but two of the Vorkuta pits joined fellow-workers at the region's biggest pit who have been on strike since last Friday. The stoppage has so far resulted in 113,000 tonnes of lost production.

Ignoring appeals from the First Deputy Prime Minister, Mr Lev Voronin, and the law banning strikes in the energy sector, they are demanding faster implementation of the concessions won during last summer's strike.

In an apparent attempt to ward off threats of more wide-

spread strikes, Mr Lev Ryabov, a Deputy Prime Minister, said that 93 of those concessions had been fulfilled.

More than Rbs 1bn (£1bn) had been allocated to raise wages by up to 40 per cent for evening and night shifts. This meant an increase of 17 per cent in the subsidy paid to the industry.

Mr Ryabov admitted, however, that the Government had failed to meet some of the demands, such as its promise to send more trains to transport coal and more production materials to the mines.

In the country's second largest coal-mining area, the Kuzbas, the head of a special government commission criticised "the exceedingly slow pace of improving the management of the coal mines."

Concerns about coal strikes were brought home by statistics released this week on the unpreparedness of the country for winter.

In September, coal stocks rose by only 3.4m tonnes - 15 per cent less than in September 1988. In more than half the regions of the Russian republics preparations for winter were considered inadequate.

In the Ukraine, miners refused to work on Thursday after staging a series of warning strikes on Wednesday.

Extent of the hard currency squeeze is underlined by the fact that imports from capitalist countries alone rose 15.8 per cent during the nine months.

Mr Sitaryan said the trade situation was now "critical". The contribution of foreign trade in the gross national product continues to fall, he said. "Currency losses in connection with the plummeting oil price we have still not succeeded in compensating for the export of other goods."

and trade in services, including tourism.

"We have to engage in the export of engineering and intellectual services, and carefully examine the whole process of licensing," he said in an interview with the official Government Bulletin.

He admitted that there was a chronic shortage of trained personnel to help the thousands of Soviet enterprises now allowed to export and import directly, instead of operating through a state trading organisation.

A crash training programme is being drawn up to provide people capable of operating "on foreign markets, where there are no shortages, and no (controlled) distribution of resources, but where there is fierce competition."

Palme case acquittal

A Swedish appeal court yesterday formally acquitted Mr Christer Pettersson of killing Prime Minister Olof Palme in 1986 but the case is not closed, Reuters reports from Stockholm.

The prosecutor has four weeks to appeal to the Supreme Court. Some legal experts said a new hearing seemed likely.

"We have found that the evidence is not sufficient. It has not been proved that Christer Pettersson murdered Olof Palme," said Judge Birgitta Blom. The unanimous verdict had been expected after the court released Pettersson three weeks ago pending its formal ruling.

Poland's arrears no block to rescheduling, creditors say

By Stephan Fidler, Euromarkets Correspondent

POLAND HAS been told by Western creditor governments that its significant arrears to them will not stand in the way of an expected rescheduling of its debts to them.

The decision, by a meeting last week of the Paris Club of creditor governments, in effect formalises Poland's substantial arrears and is meant to express support for the new Solidarity-led Government in Poland.

In a letter to the new Government, the Paris Club also

urged Poland to finalise remaining bilateral agreements on rescheduling maturities up to 1988, agreed in principle by the Paris Club.

A rescheduling of 1989 and 1990 maturities will have to await agreement with the International Monetary Fund on a standby programme. An IMF team is currently in Poland and an agreement which would clear the way for an IMF loan of up to \$700m, and subsequent World Bank

credits, is hoped for.

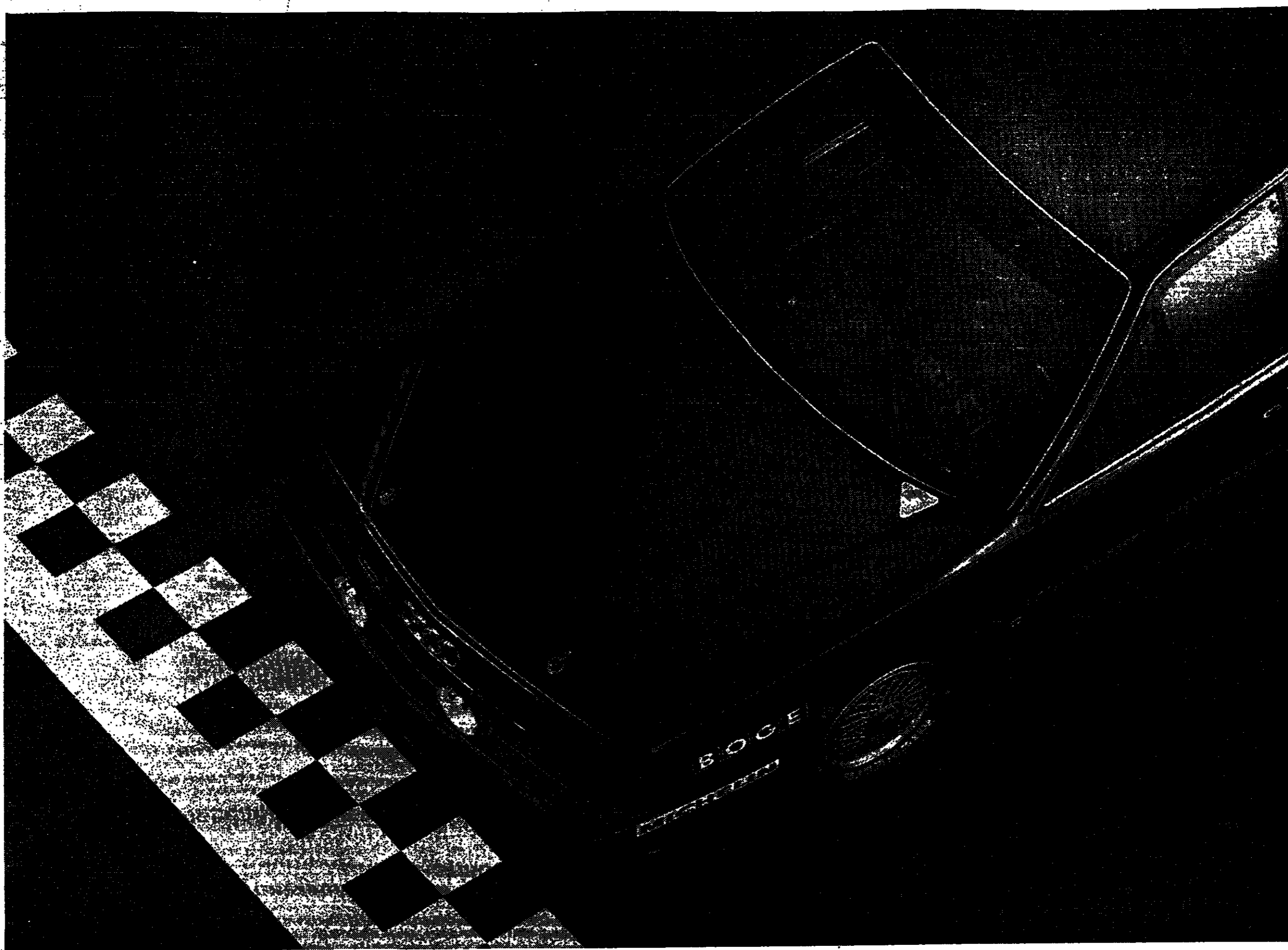
"The decision recognises the status quo and means we are ready to discuss a full rescheduling when a Fund programme is negotiated," said one western official.

Poland has only met a small part this year of its scheduled interest payments on its \$41bn of external debt. For the first time, it has also delayed interest payments in the final quarter of this year due to the commercial banks.

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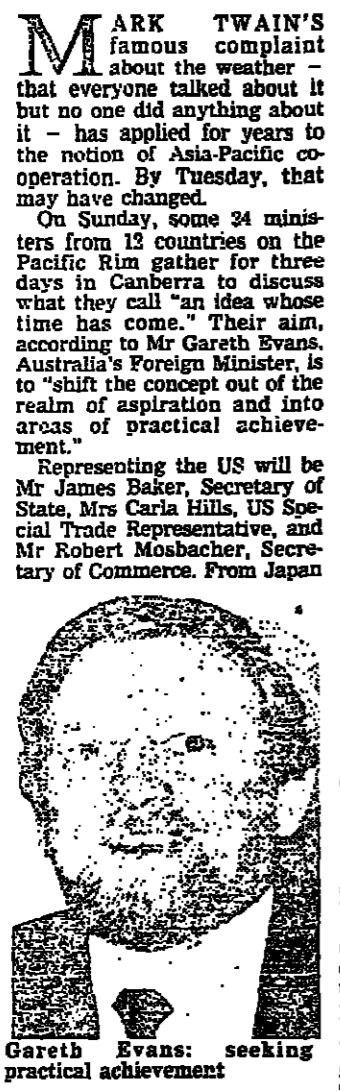
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OVERSEAS NEWS

AMERICAN NEWS

Turning talk into reality on the Pacific Rim

Chris Sherwell on a drive to boost regional co-operation



Gareth Evans: seeking practical achievement

MARK TWAIN'S famous complaint about the weather that everyone talked about but no one did anything about it - has applied for years to the notion of Asia-Pacific co-operation. By Tuesday, that may have changed.

PAN provides first non-PRI state governor in 60 years Mexican opposition man sworn in

By Richard Johns in Mexico City

MR ERNESTO Ruffo Appel of Mexico's National Action Party (PAN) was yesterday sworn in as governor of the state of Baja California Norte, the first from an opposition party to take such office in 60 years.

Relations between the Federal government and Baja California Norte will be a unique test case - or "a laboratory of experiment" in the words of Mr Carlos Castillo, the PAN's leading ideologist.

transition in which a part has just expired and a feature has not yet been completely born, Mr Ruffo emphasised.

Managua renews fight against Contras

By Tim Coone in Managua and Lionel Barber in Washington

THE Nicaraguan army launched a military offensive against the US-backed anti-government Contra rebels on Wednesday, despite US calls on the Sandinista government to halt attacks.

of the cease-fire cast doubt on Mr Ortega's pledge to hold elections but they acknowledged that the Sandinistas were pressing to assure that the Contras are demobilised and repatriated before the elections - a goal the Contras are resisting.

Senators entangled in collapse of S&L

By Lionel Barber in Washington

FIVE US Senators have become entangled in an unfolding congressional and federal investigation into the collapse of a California savings and loan (S&L) institution likely to cost taxpayers more than \$2bn (£1.3bn).

Mr Keating agrees. Asked whether he thought his campaign contributions had influenced the senators to take up his cause, he said: "I want to say in the most forceful way I can, I certainly hope so."



From left, Senators Dennis DeConcini, John McCain, John Glenn, Alan Cranston and Don Riegle: acting on behalf of a constituent

Australian bank debt ratings under review

By Chris Sherwell in Sydney

MOODY'S Investors Service, the US ratings agency, has aimed another sideswipe at the Australian economy by announcing a "review for possible downgrade" of the debt ratings of two of the country's largest commercial banks.

(\$58.4bn) net, or 82 per cent of gross domestic product - the third highest in the world.

Colombia counts costs of dealing with gangsters

Decriminalisation and dialogue are seen as possible ways of ending the drug war, says Sarita Kendall

COLOMBIA has tried to fight the cocaine trade, and the effort has been bloody and expensive. The possibility of coming to terms with it is now openly being raised. The question for Colombians is whether they would rather pay the bloody price of continuing the fight, or accept the costs of accommodation.

The latest victims in Colombia's anti-drug war are a judge and a Conservative Party congressman, both killed by gunmen on Wednesday night. Sarita Kendall writes from Bogota. A television journalist shot earlier this week is still in critical condition.

Congressman Luis Francisco Madero was shot as he arrived home in the capital. He had spoken in favour of the extradition of drug traffickers to the US, and his constituency included Pecho, territory controlled by Gonzalo Rodriguez Gacha, one of the most wanted cocaine barons.

Personalities beat politics in messiah stakes

Ivo Dawnya on Brazil's populist presidential candidates

Poor Brazilians, like many other Latin Americans, yearn for messiahs - the visionary politicians who will lead them out of the mire to an eternally-promised, eternally-undelivered, affluent future.

Managua renews fight against Contras

By Tim Coone in Managua and Lionel Barber in Washington

The meeting is the result of an initiative by Mr Bob Hawke, the Australian Prime Minister, launched in Seoul in January.

Senators entangled in collapse of S&L

By Lionel Barber in Washington

Colombia counts costs of dealing with gangsters

Decriminalisation and dialogue are seen as possible ways of ending the drug war, says Sarita Kendall

WORLD TRADE NEWS

Knitwear quotas in US 'fail to stop dumping'

By Nancy Dunne in Washington

THE US International Trade Commission has voted unanimously to proceed with full-scale investigation in an unusual case of an industry claiming injury through dumping although it is already protected by quotas.

The case, filed by the National Knitwear and Sportswear Association, claims "years of erosion" of the domestic man-made fibre sweater market. In accepting the case, all six ITC commissioners agreed preliminarily that the industry had been injured by imports from Taiwan, South Korea and Hong Kong.

Under quotas for textiles and clothing, established under the Multifibre Arrangement, the industry says that imports of man-made fibre sweaters now account for more than 70 per cent of the US market.

The association is estimating particularly high dumping margins of between 44 per cent and 191 per cent from Taiwan; between 13.5 per cent and 94 per cent from South Korea; and between 25 per cent and 115 per cent from Hong Kong.

The ITC decision now triggers a comprehensive study by the Commerce Department, which will send teams of investigators to the three countries

to study manufacturing costs and pricing data so that the Department can produce its own estimate of dumping margins, if in fact dumping is found to exist.

Mr Michael Daniels, a lawyer who represents the US Association of Importers of Textiles and Apparel called the dumping claim "harassment" of foreign producers who are placed in "double jeopardy".

Under the MFA, bilateral agreements with the three importing nations gives Korea a quota of up to 48 per cent of the US market for men's sweaters; Taiwan 20 per cent; and Hong Kong 6 per cent. For women's sweaters, Korea gets 35 per cent; Taiwan 28 per cent; and Hong Kong 14 per cent.

The Knitwear association claims that the pacts encourage dumping, because quotas are allotted by the three governments to their manufacturers on a "use it or lose it" basis.

According to the association, American sweater manufacturers have invested almost \$260m to modernise their plants with new computerised knitting machines and designed systems. "We do not plan on sitting idly by while that investment is destroyed," the association said.

Perestroika makes for strange bedfellows

Judy Dempsey recounts a warm tale of a Viennese duvet maker returning to its roots

A small Viennese-based family business which once owned large tracts of land in Czechoslovakia, may soon be returning to its roots, thanks to the reforms taking place in Eastern Europe.

Not that the Gans company, reputed to be the doyen of duvet manufacturers in Austria, intends to buy up land in Central Europe. But it will be seeking more opportunities to import goose down from this part of Europe, since geese are its mainstay.

The business was founded by Friedrich Gans who started out as a tailor from Bohemia in the last century. Like many of his fellow countrymen, he was lured to Vienna, then the capital of the Habsburg Empire. Gans he opened a shop which specialised in down quilts and eiderdown.

Soon he was supplying the most elegant imperial hotels in Vienna with his down. Not long afterwards, the hotels in Tsarist Russia were placing orders with him. By the turn of the century, Gans was supplying duvets to the spa resorts in Karlsbad down to the hotels in Trieste.

When he emigrated to England, the business was taken over by the Hiedler-Nowak family, who to this day, retain the Gans name (which, as it happens, means goose in German).

"His reputation rested on the kind of down he used," explains Mrs Lisbeth Weiner, managing director. It was from his large estates in Bohemia that Gans bred thousands of geese for his duvets.

"The best down comes from the geese in Central Europe, especially from Hungary, Czechoslovakia and Romania," says Mrs Weiner. "It is no use trying to use duck down, say, from China. There the ducks are too small and the quality is not good enough for what we want. The thing is that geese need plenty of water and must be reared in a special climate where it is not too warm. Central Europe is ideal."

After the Second World War, and the ensuing communist takeover of Eastern Europe, it was not easy to operate in the region. But in time Gans started importing down from Poland. However, as the economic crisis deteriorated during the 1970s, so did the quality of the geese.

"There was no longer the available food to feed and fatten the geese," says Mrs Weiner. "So we had to look elsewhere."

In the late 1970s and early 1980s, Hungary became an ideal breeding ground for the geese. And although Hungarian geese tend to have the reputation more for fine grass than for down, Mrs Weiner

assures her clients that the down in Hungary is of the highest quality.

Today, Gans has several contracts, renewed annually, with Hungarian firms. And only recently, they found a small

duvet exports will have risen to 30 per cent.

While European hotels are taking a keener interest in buying the duvets, Mrs Weiner says that Americans and Japanese individuals are playing an increasing role in their export market.

"So many of the people who come into our shop in Vienna say they first experienced our duvets while snuggling up in the down in hotels here in Austria or in other parts of Europe."

But with an eye to maintaining the quality, Gans continues to look for more geese down. Here, the Soviet Union and Czechoslovakia could offer new opportunities. Only recently, Mrs Weiner received a sample from Moscow. "It was excellent," she says, adding that, although it is early days, she is thinking about setting up a contract with a Soviet firm.

"As our experience with Hungary showed, once given the chance, entrepreneurs in Eastern Europe have the skill and the marketing ideas, especially if they know they can make some money."

Gans is even looking at neighbouring Czechoslovakia, where, despite years of economic neglect in many areas, the craftsmanship and quality remains high. It was, after all, these traditions which gave rise to Gans.

Turnover last year exceeded Sch50m (£1.75m). That includes accessories such as bed linen.

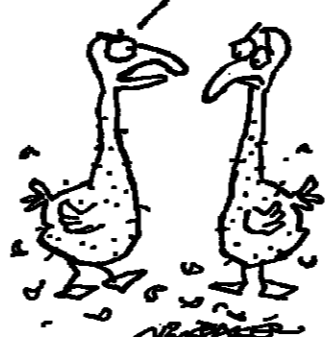
About Sch20m was earned from the duvets alone. Those sales are divided between the domestic market - individuals and hotels - and exports, which are increasing all the time, topped Sch5m last year.

This year, Gans's turnover is expected to reach Sch50m and cashflow about Sch5m, while

the processing and the down have to be of the highest quality if Gans is to maintain its reputation.

"What happens is that two or three times a year, we pluck the down, not the feathers, from the geese. They are not killed. I suppose you would say

DUVET OR NOT DUVET...



privately-owned company tucked along the Hungarian-Romanian border, which does some of the processing for Gans.

Both the processing and the down have to be of the highest quality if Gans is to maintain its reputation.

"What happens is that two or three times a year, we pluck the down, not the feathers, from the geese. They are not killed. I suppose you would say

China targets share of drill-bit market

By Dai Hayward

CHINA IS making a determined effort to capture a significant share of the lucrative market for oil and mineral drill bits used in large quantities, by international drilling companies.

A private Norwegian construction and trading company, Bjorn Hansen A.S. of Sandefjord, has been given a two-year contract to sell high-quality Chinese-made bits on the world market.

The main selling point - and likely attraction for drilling companies - will be the price. The Chinese drill bits, made by the Shanghai No.1 petroleum machine works, are at least one-third cheaper than comparable drill bits made in the US or Europe.

Steel-toothed drill bits have a short working life in the drilling business. A 27-inch American-made bit used in offshore drilling costs \$10,000 and has an average working life of between 27 and 30 hours. Smaller drill bits, used for onshore drilling, last for between 25 and 45 hours. Then they are discarded.

Independent reports show that the quality of Chinese-made bits, although costing around \$3,000 less for the 27-inch size, lasted as long and matched American bits now commonly used in the North Sea and elsewhere.

Mr Bjorn Hansen, owner and managing director of BH A.S. says: "By using Chinese-made bits drilling companies can cut thousands of dollars off their drilling costs."

Before allowing his company

to be associated with the Chinese-made drill bits Mr Hansen arranged for 2,000 independent quality tests under actual working conditions in the North Sea, Norway and the Far East. The tests were spread over two years. The reports were all favourable.

This week a 10-strong delegation from the Chinese Foreign Affairs Department and China National Electronics Import and Export Corporation, confirmed the deal with Bjorn Hansen A.S. at a meeting in Sandefjord.

Deputy director of the CNIEC, Wang Guohua, said China regards the agreement as important for its efforts to increase heavy industry exports.

The Chinese-made drill bits range in size from 1 1/2 inches to 27 inches. They have been tested as suitable for all types of drilling from oil and mineral to water well sinking.

Ten years ago Mr Hansen was working as a roughneck on a North Sea oil rig. In 1980 he started his own construction and trading business to capitalise on the Norwegian building boom. "It was my experience on the drilling rigs which first aroused my interest in the lower-cost Chinese drill bits a few years ago. We are now satisfied these will match anything and can be used anywhere," he said.

Bjorn Hansen A.S. will now seek joint venture partners in the UK and other countries to market the Chinese-made drill bits to oil and mining companies in their area.

Scent of Anglophilia at Tokyo's hunt ball

By Michiyo Nakamoto in Tokyo

AUTUMN in Japan is the time to remember the British. The long, cold rains that make up a good part of the season draw thoughts to Burberry coats and cashmere scarves and to evenings in front of a warm fireplace with a glass of Scotch.

This season, in particular, the Japanese have shown renewed interest in things British. "There is a British boom right now," a Tokyo fashion consultant says. Countries with English dancers and background explanations. Still, many seemed puzzled that they were dancing to, among other tunes, a Viennese waltz.

The Mitsukoshi store is not alone in recognising that tradition and authenticity go over well with the Japanese. Last month, Laura Ashley opened its first tea house here.

Ms. Emiko Nakamura, publicity manager at Laura Ashley Japan, explains what prompted the textile and design company to go into the food service business. "Although tea houses play an important role in Japanese social life there are few places where tea is served in the proper way."

The present British boom is in some ways a revival of the historical fascination with the British that won't go away. England is also the country where Japan's two crown princes have attended university, and this year the Japanese may be feeling particularly close to the British with the engagement of Prince Aya which has awakened fond memories of recent British royal weddings.

especially well in Japan these days, and were prominent at the British Fair. Visitors showed a particular interest in furniture. Crowds also gathered around the flower arrangement stall and watched the Harrod's demonstration on how to pour a proper cup of English tea.

The highlight of the fair was, without doubt, a series of hunt ball dance performances, complete with English dancers and background explanations. Still, many seemed puzzled that they were dancing to, among other tunes, a Viennese waltz.

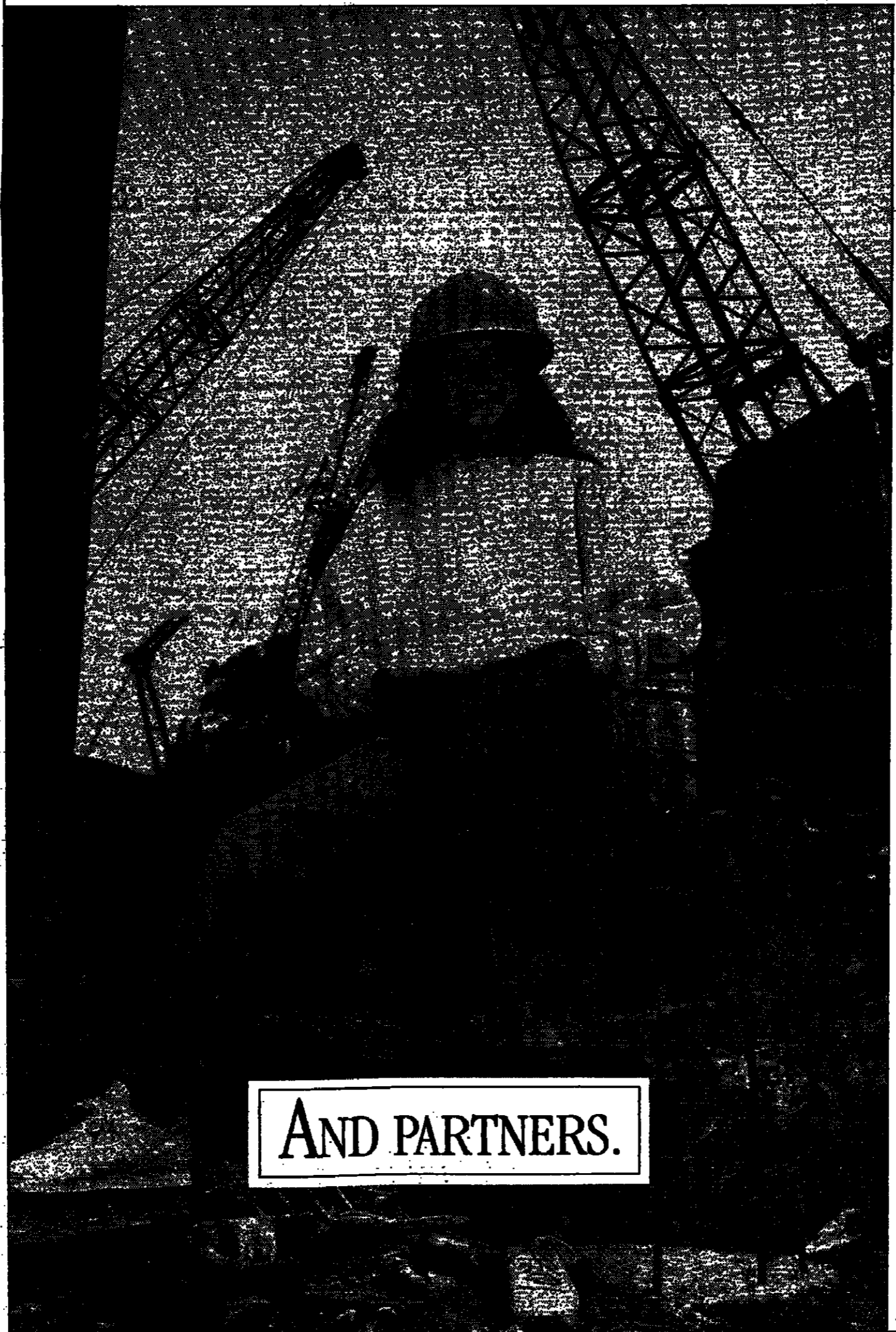
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UK NEWS

Reserves drop by record \$2.9bn

By Patrick Harverson

INTERVENTION by the Bank of England to support the pound last month led to a record \$2.9bn fall in Britain's gold and foreign currency reserves.

The size of the fall in underlying reserves, released by the Treasury yesterday, exceeded City of London forecasts and underlined the extent of the selling pressure on sterling in October.

The pound has been under steady pressure on the foreign exchange markets since the Government raised interest rates to 15 per cent on October 6. Public differences over exchange rate policy between Mr Nigel Lawson, the then-Chancellor, and Mrs Margaret Thatcher, the Prime Minister,

added to sterling's weakness, and the Bank of England intervened on several occasions during the month.

Financial markets regarded yesterday's figures as further evidence of the determination of the UK authorities to defend sterling.

Some City analysts believe that Mr John Major, the Chancellor, is more willing than his predecessor to use intervention, rather than interest rate rises, to support the currency.

Mr Nigel Richardson, economist at Warburg Securities, said he thought that there had been a "subtle shift" in exchange rate policy since Mr Major succeeded Mr Lawson last week.

He said: "The key defence of

the pound now rests with the reserves."

The Treasury said yesterday the figures demonstrated the Government's commitment to a firm exchange rate and its willingness to take whatever action necessary to tackle inflation. Treasury officials also pointed out that one of the purposes of holding reserves was to provide funds for intervention.

Yesterday's figures probably included the effect of intervention in September, when the Bank of England was reported to have been buying pounds on the forward currency markets. The effect of trading in the forward markets does not show up in the reserves data until at least a month later.

City analysts believe the full extent of intervention to support the pound will not appear in the reserve figures for some time if the Bank has been trading in the forward markets.

Analysts thought at the time of the release of the September figures that the Bank had decided to operate in the forward markets to avoid releasing a figure showing a large fall in reserves during the Conservative Party conference.

However, because of the two-day settlement lag in the currency markets, October's reserves data will have included the effects of the Bank's activities in the last two days of September, when intervention was widely reported to have been active.

In Brief
UK 'may not sign greenhouse treaty'

Britain is unlikely to sign a declaration to deal with global warming - the greenhouse effect - which will be proposed at an international meeting in Noordwijk, the Netherlands, next week, writes John Hunt.

A draft declaration, proposed by the host nation, calls for emissions of carbon dioxide - the main contributor to global warming - from fossil fuels to be frozen at their present levels by 2000.

The proposal is backed by West Germany and Japan but Britain believes it is premature.

Mr David Heathcoat-Amory, the junior environment minister, said yesterday the UK was not willing to commit itself to such targets at this stage.

Britain was confident that it was in the lead on this subject and was not prepared to be "bounced" into doing something simply because others were doing so.

Brokers merge

Edinburgh broker Robert White, the broking arm of TSIB, said it is taking over Bell Lawrie, a long established broking firm, to create one of the biggest retail brokers in Britain in a deal believed to be worth about £15m.

Coal imports up

The electricity industry has ordered 8m tonnes of foreign coal for its first full year in the private sector and plans to import more, says International Coal Report, the newsletter, CRGB imports for delivery in 1991-92 are three times up on the 1980s when it met 95 per cent of needs from UK pits.

Grand plans for small change in power sell-off

Max Wilkinson sheds light on plans for electricity

Mr John Wakeham, the energy secretary, has skirted two obstacles to the privatisation of the electricity industry, only to find two bigger obstructions blocking his path.

All of the difficulties he encountered when he took over the job from Cecil Parkinson this summer reflect the conflict between the Government's ideas for introducing competition and the very large elements of monopoly and central control that it has left in place.

The two outstanding issues are the nuclear and coal industries: what to do about their gargantuan appetite for state subsidy.

The two issues which have been "solved", at least temporarily, are: how to reconcile the industry's duty to keep the lights burning with the stress of free market competition and how to reconcile a system of contracts with the daily auction of power needed to ensure that the most efficient plant is always run first.

Any solution had to apportion commercial risks fairly between the two sides of the industry, generating companies and the wholesale distributors. Although such matters have been "solved" for the purpose of the flotation, many complex uncertainties remain about the conditions under which the industry will operate in the future.

The solutions now agreed by Mr Wakeham are in two parts. The first is to give the 12 area boards (soon to become private distribution companies) partial protection from competition for eight years.

During the first four years they will be almost unassailable. In the next four, generating companies will be allowed to steal their larger customers to a limited extent. At the same time, the bitter arguments about how contracts would be allocated with the risk that plant may become uneconomic or redundant has been cleverly solved by making long-term contracts between generators and distributors unnecessary, at least for a few years.

Instead of hundreds of different contracts allocating the output of each power station to a particular distributor, the new National Grid Company will be put firmly in charge of "pooling" the supplies from all of the nation's 54,000 MW of power plant. It will establish a single price for all of this pooled power, which will change every half hour in relation to supply and demand, but all area boards will pay the same price and they will be allowed by regulation to pass the cost to their customers.

The area boards are absolved of the risk of paying the capital



Wakeham: tackling the problems of privatisation

cost of power plant which they may not need to call upon and they will not need to contract for surplus capacity to ensure that they can always meet their "obligation to supply". Whenever they need power, the grid will always be there to supply it and their customers can always be forced to pick up the bill.

This pool price will be fixed partly in a daily market held by the grid. Generating companies will submit offers of tranches of power at prices reflecting their operating costs. The price of the last offer needed to meet expected demand will be paid to all successful offers, as would happen in a competitive spot market. Generating plant making offers above this price will not be allowed to run and will not be paid.

The pool price will also include a security premium to ensure that enough plant is always available. That may be close to zero in summer, when capacity is plentiful. During the winter peaks in demand, however, it could be very high with a theoretical penalty price some 50 times the normal pool price.

To avoid the penalty and the uncertainties of a fluctuating pool price, the Department of Energy believes that distributors will gradually build up a portfolio of fixed-price contracts, some with independent power companies and some with the two daughter companies of the old Central Electricity Generating Board, National Power and PowerGen.

Perhaps the most important change is that the old idea of

an "obligation to supply", one of the Government's central principles when it drew up the privatisation plans, has now been replaced by a price mechanism. When supplies are tight, industrial consumers will be under a potentially huge financial pressure to cut consumption or to bring on alternative supplies. Similarly, high prices will induce generating companies to build small plants to meet peak demand.

Unfortunately for Mr Wakeham, the average pool price, expected to be around 3.8p per kWh, will do nothing to solve the nuclear industry, whose costs have been estimated by his department to be up to 9p per kWh.

The gap must be filled by a mixture of government guarantees to meet the cost of nuclear waste disposal and a separate nuclear levy on electricity consumers. The levy, at about 15 ppc, would badly distort the electricity market which the Government is keen to develop and would be a serious imposition on big industrial customers, who will in any case face price increases of about 10 per cent to eliminate existing cross-subsidies.

The solution, almost everyone in the industry now agrees, is to remove all the nuclear plant from the privatisation package, as has already been done for the ageing Magnox plant. That would solve an additional problem of how to manage Magnox and advanced gas-cooled reactors which share the same site. Under present plans Magnox will be retained in the state sector while the AGRs will be privatised with National Power.

More fundamentally, the financial sector has become highly sceptical of government guarantees.

As for British Coal, the difficulty is simply put: generating companies engaged in a daily auction will be under huge pressure to buy imported coal if it is cheaper than British supplies. The Government has estimated that 18,000 more jobs are at risk.

There is no way out in the long term. But for the next five years, Mr Wakeham is likely to override the market, by insisting on contracts with a minimum take and a relatively high price for British mined coal. Those costs will be passed on to distributors by special fixed price contracts which will be passed in turn to consumers.

So with nuclear power in the public sector, a continuing coal subsidy, the national grid back in charge of the system and centrally administered price for electricity, privatisation will bring little change to the state monopoly system. For five or six years, anyway.

Accountants see 31% rise in British fees

By David Waller

COOPERS & Lybrand, the accountancy and consultancy firm currently in the throes of a UK merger with Deloitte, Haskins & Sells, yesterday announced that its British fees rose from £198m to £254m in the year to the end of September, an increase of 31 per cent.

The big firms have grown at an annual rate of 20 and 30 per cent during the last five years and these record figures - the first of the current reporting season - suggest that the industry as a whole enjoyed another good year in 1989. But Mr Brandon Gough, Cooper's chairman, indicated that such growth rates could not be maintained in future.

The powerhouse of growth for Coopers was management consultancy, where fees rose 43 per cent from £51m to £77m. Audit - including business services and corporate finance

as well as the straightforward attesting function - rose from \$90m to £117m while tax revenues rose by £12m to £46. Turnover at Cork Gully, the insolvency practice, also rose by more than 30 per cent, from £18m to £24m.

Mr Gough said the firms would inevitably suffer as the UK economy contracted.

As for the merger with Deloitte in the UK, Mr Gough said that the two firms were wrestling with the legal mechanics of coming together.

This merger caused an outcry in the accountancy profession as Deloitte had been in negotiations with Touche Ross.

In the UK and several other countries, the Deloitte firms have chosen to link up with Coopers, while its firms in the US, Japan, France and elsewhere intend to tie the knot with Touche Ross.

Building slump hits industrial developers

By Andrew Taylor, Construction Correspondent

THE DEEP SLUMP in British housebuilding caused by high interest rates has started to spread to private commercial and industrial property development, according to figures published yesterday.

This has raised fears among some London analysts that a general decline in construction output could lead to a more widespread fall in economic activity. The construction industry has traditionally been regarded as an important indicator of future economic trends.

Figures published yesterday by the Environment Department showed the number of homes started by British housebuilders in September fell by a third compared with the corresponding month last year.

Housebuilders started 13,000 homes in September compared

with 20,400 in September last year.

A separate survey conducted by Associated Building Industries, one of the largest organisations monitoring development opportunities and construction contract awards, shows many developers are delaying the beginning of work because of the uncertain economic outlook.

Mr Philip Davis, ABI's managing director said: "We normally expect to see an increase at this time of year in tender documents being sent out by developers so that building work can start before the end of the financial year. This does not seem to be happening."

"A large amount of private sector commercial and industrial construction work which had been expected to start in the next three to four months has been postponed."



Drivers Jonas goes underground and takes over Chinatown

Drivers Jonas is helping London Underground Ltd to maintain 60 stations on the District, Circle and Piccadilly lines. We are also advising on ways and means of securing funding for new tube lines, and managing the environmental assessment for the east west cross rail.

At the same time, Drivers Jonas has been appointed by Shaftesbury plc to manage its valuable Chinatown Estate fronting Shaftesbury Avenue and Gerrard Street. With 52 properties let to some 95 leases, Shaftesbury is looking to Drivers Jonas for active management of this portfolio.

These two commissions illustrate the range and diversity of Drivers Jonas which embraces every aspect of urban real estate.

A special strength of Drivers Jonas is our ability to create teams of experts for each client's needs. A client can draw on any of our four groups - Assets, Building, Consulting and Markets. Our experience in working across so wide a range of assignments, linked with a local presence in the West End, the City, Scotland and East Anglia, has generated an eightfold increase in fee-billing in the last nine years. It has propelled Drivers Jonas into the

front rank of the major chartered surveyors in Britain.

With 30 partners and a total complement of over 500 in the UK, Drivers Jonas has the scale, the flexibility and the professionalism to bring innovative and effective solutions to every sector of the commercial property market.

DRIVERS
JONAS

Labour Treasury team tops poll

By Michael Cassell, Political Correspondent

MEMBERS of the Labour Party's Treasury team have topped the elections to the shadow, or opposition, Cabinet for the second year running, reflecting their strong performance during the events surrounding last week's resignation of Mr Nigel Lawson as Chancellor of the Exchequer.

Mr Gordon Brown, the shadow Chief Secretary to the Treasury, won most votes in the annual poll held among the party's 230 MPs. Mr John Smith, the shadow Chancellor, came second.

All existing members of the shadow Cabinet were re-elected and three new places went to women. Mr Neil Kinnock, the Labour leader, is reorganising

his team after this week's election and new responsibilities will be announced in a few days.

The election results were also notable for the election of Mrs Ann Clwyd, the MP for Cynon Valley, who was dismissed last year by Mr Kinnock for defying managers and voting against government defence estimates.

Mrs Margaret Beckett, a social security spokeswoman and once an outspoken critic of Mr Kinnock was also elected. She and Miss Joan Lester, the MP for Eccles, will join Mrs Clwyd and Miss Jo Richardson in the shadow line-up, raising the number of women from one to four.

Mr Martin O'Neill, the shadow Defence Secretary who was not in the shadow Cabinet when he took over the post last year from Mr Denis Davis, failed to win election and it seems unlikely that he will continue in the job. Mr Jack Cunningham, the shadow Environment Secretary, has been tipped as a possible successor and is thought to want the portfolio.

Mr David Blunkett, the local government spokesman, failed to make any headway in his efforts to win a shadow Cabinet seat and Mr Tony Benn, who last year stood for the party leadership, came 28th in a field of 23.

Lloyd's starts compensation scheme to cover against fraud

By Patrick Cockburn

LLOYD'S, the insurance market, is to start a scheme to compensate its individual members, known as "names", up to £50,000 each in the event of fraud by their underwriting agent.

Mr Alan Lord, Lloyd's chief executive, said yesterday that the scheme aimed to increase confidence among the market's 31,000 that they were protected against fraud. Lloyd's decided against extending the scheme to cover negligence by an underwriting agent because of the difficulty in distinguishing between the results of negligence and an ordinary business loss.

The scheme will compensate Lloyd's members up to £50,000 if they have a judgment or award against their underwriting agent which cannot be satisfied because he is insolvent, or if they have been unable to obtain a judgment or award as a result of his insolvency.

Claims will be met at first by Lloyd's, up to £50m in one year. This will then be recouped by a levy, the first £18.6m from agents and the rest from names.

The scheme is a last resort for names, in that it comes into play only after an underwriting agent has become insolvent and nothing can be obtained through cover for errors and omissions which they are required to carry.

Separately, the Council of Lloyd's moved yesterday to tidy up the financial consequences of the PCW Underwriting Agencies affair, among the most notorious of a series of frauds which hit the insurance market in the late 1970s. Ordinary members of Lloyd's lost about \$40m and PCW's former managers, Mr Peter Cammerton-Webb and Mr Peter Dixon, have lived in the US since 1981.

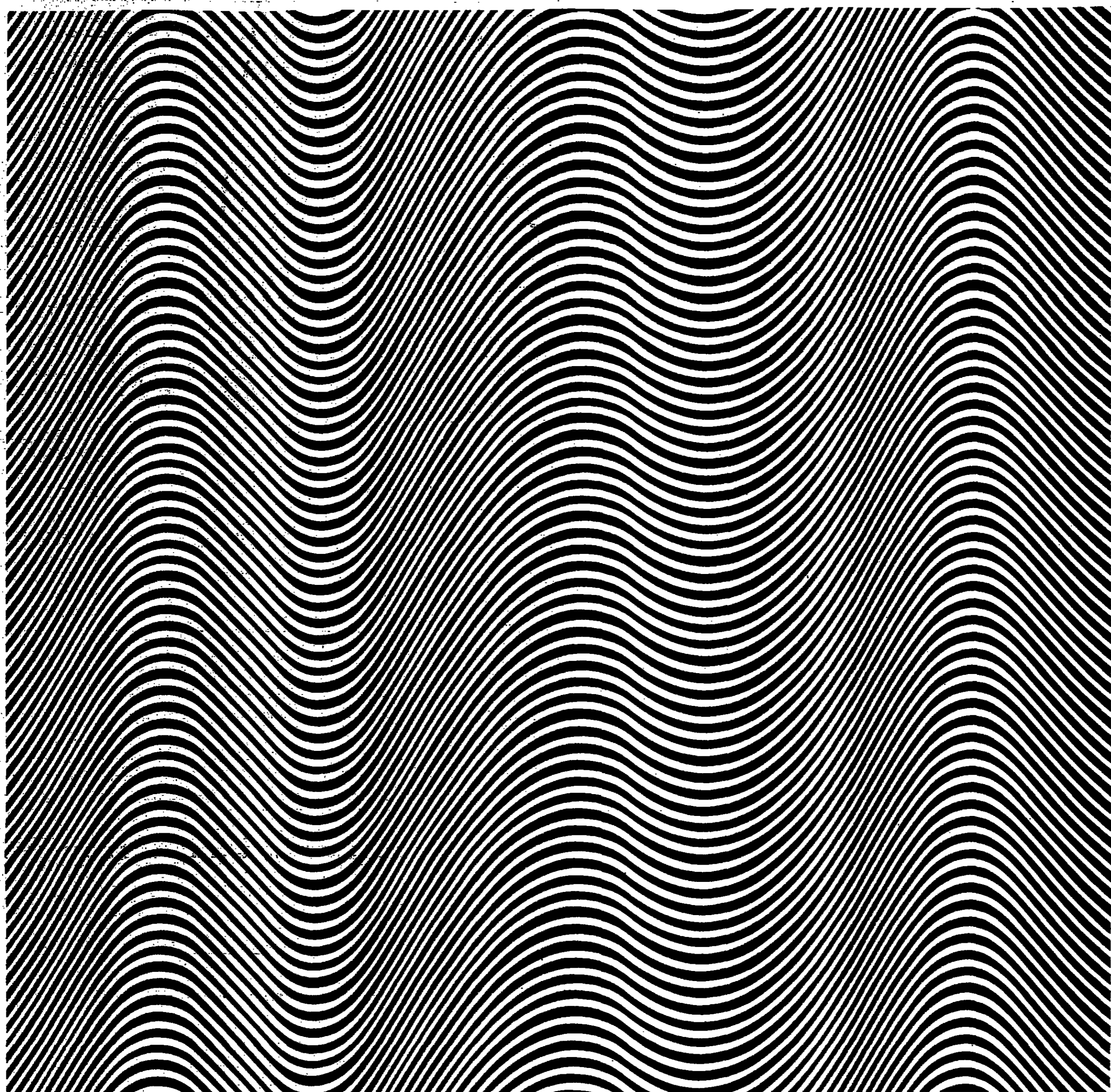
The Serious Fraud Squad obtained warrants for the arrest of both.

Lloyd's had now arranged reinsurance to close - the means by which Lloyd's syndicates close their accounts - for the remaining 18 names belonging to the PCW syndicates through Lioncover, the special insurance company set up by Lloyd's to take over PCW's liabilities. The 18 names, including Mr Cammerton-Webb and Mr Dixon, all rejected or were excluded from the 1987 settlement of claims arising from the PCW affair.

In a bid to force the 18 to settle Lloyd's has now told them that if they must either settle under the 1987 terms or pay £7.63m, almost four times as much, to Lioncover. Lloyd's says that it expects those originally excluded from the settlement to pay the full settlement without any contribution from Lloyd's.

Mr Lord said that Lloyd's would also be tightening up financial standards for underwriting agents, who must in future have a fixed capital of £150,000 if a combined or members' agent or £100,000 if only a managing agent. Net current assets must cover three months expenditure but no agent will be required to maintain net assets over £2m. Some 40 per cent of agents are likely to be affected.

The general tightening up at Lloyd's represented by the measures announced yesterday is aimed to combat continuing bad publicity from problems which arose in the 1970s.



Some people will have a fit when they see this.

With some forms of epilepsy, it doesn't take much to set off a fit.

Gazing at the picture above for too long could be enough.

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It not only confronted misconceptions, it actually helped viewers who suffer from epilepsy.

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It gives self-help advice and information to thousands of people, with all sorts of problems.

On everything from breast cancer to smoke alarms. Stress, to leaded petrol.

On average, 2,000 people phone in for more information every week.

'HELP YOURSELF' only lasts fifteen minutes. It's no epic. It might not win Yorkshire Television any glittering prizes.

But it does win them the respect of the community they serve; as well as entertain.

And supports the fact that their success can be boiled down to one simple fact:

Yorkshire Television knows what people want. (JOBFINDER' secured over a thousand jobs for people last year.)

And what they don't want. (Following a 'COMMUNITY SERVICE ANNOUNCEMENT', the Humberside Disposal of Medicines and Pills campaign safely disposed of 2½ tons of drugs.)

And if they've got what they don't want, how they can cope with it. ('CHRISTMAS HELPLINE' solves every domestic problem imaginable.)

Yorkshire Television will continue producing programmes like 'HELP YOURSELF'. Not because the bulk of viewers would have a fit if they didn't.

But because one in every hundred just might. And they'd be right.

For as well as being one of the largest producers of TV programmes nationally, Yorkshire Television is also one of the most responsible broadcasters, regionally.

YORKSHIRE TELEVISION
SHARPER. TO PUT IT BLUNTLY.

MANAGEMENT

When he first went to France, Norman Brown was surprised at how often French managers argued with their superiors. He was even more taken aback by the way they criticised their bosses in front of outsiders.

After more than a decade in France as head of the Sephora beauty chain, Brown is now accustomed to the French way of doing business. Some executives at Boots, the UK retail chemist and pharmaceutical group which owns Sephora, found it less easy to adjust.

Soon after Brown took over the management of Sephora, his immediate superior at Boots said he would come to France each month to meet Brown's management team. He called only one management meeting, which left him red-faced and very angry and, thereafter, he restricted these meetings to himself and me," Brown told a conference in London last month.

The conference was organised by management consultants HAP Systems to look at the problems involved in making acquisitions in another country. Charles Legales, HAP's chairman, told the conference that in 1988 British companies made 43 acquisitions in France, more than in any other European Community country, although still a long way behind the number made in the UK. French firms made 15 acquisitions in the UK in 1988 - once again more than in any other Community country.

Brown told the conference that despite the increasing internationalisation of consumer tastes, the cultural differences between Britain and France remained large. Company making acquisitions across the channel ignored them at their peril.

Sephora was set up in 1973 by Nouvelles Galeries, the French retail chain. The first Sephora store, offering beauty products and beauty treatments, did not go very well. In 1978 Nouvelles Galeries invited Boots to join the venture and it took up 70 per cent of Sephora's share capital.

A Nouvelles Galeries executive continued to run Sephora, without much success. In 1978 Boots put Brown in charge of the operation. It bought out Nouvelles Galeries in 1979.

Sephora now has 38 stores in France. Brown told the conference that the company's turnover is FF700m (£71m). Boots does not give separate profit figures for Sephora, but analysts believe these have been unimpressive.

British retailers have found it difficult to transfer their skills to different countries. Last year Boots sold its Canadian retail interests.

Whatever Sephora's ultimate fate, Brown's experiences in France are of relevance to any company thinking of making a cross-border purchase. Many acquisitions fail and the main reason, Brown believes, is an incompatibility in management style.

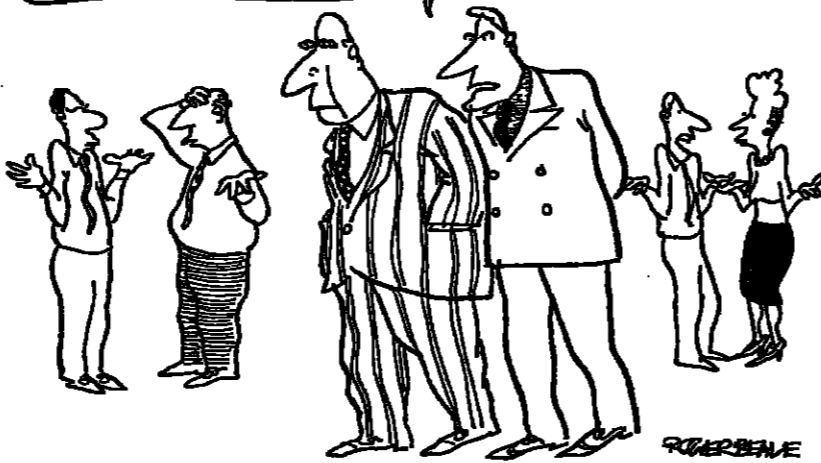
It was not just that the French managers at Sephora talked back more than their British counterparts did. Brown also found it difficult to get them to work together. "The French have never

Cross-Channel acquisitions

Making up without banging the fist

Boots found a cultural gap when it bought a chain of French beauty shops. Michael Skapinker reports

THE STAFF OF OUR NEW FRENCH SUBSIDIARY HAVE A LANGUAGE PROBLEM—THEY DON'T KNOW WHEN TO SHUT UP



been educated to work as a team and for big jobs teamwork can really be essential," Brown said.

"The other side of the coin is that because they are superb individualists, one can more easily delegate to them and they will go off all alone and produce the goods. In the same situation, an Englishman would always be referring back and asking for more advice. But how often I wished for the British consensus style of decision-making with no banging of the fist on the table."

Brown found his French colleagues very direct in their dealings. "They perceive the English, at best, as hypocrites who beat about the bush and do things behind one's back."

"In my early days when we were still working with Nouvelles Galeries, I remember after one board meeting an NG director saying to me how pleased he was that the Boots MD, who was chairman of the joint company, liked his idea. I asked him what on earth had given him this impression. He explained that the MD had said it was a good idea. He would not believe me when I said that our MD was merely being kind and the way he immediately went on to another topic meant that the idea was rejected."

Brown did not just have to get used to French managers. He also had to try to get Boots managers used to France. He suggested, for example, that a French team would design Sephora's second and third shops. Boots over-

ruled him and gave the work to a UK firm with continental experience.

"It was a disaster in the sense that our suppliers said, quite rightly, that the shops were not luxurious enough for their products. I often thought afterwards that a French managing director would never have given in over such an important issue." He was given a free hand in the design of the next store which, he says, was an immediate success.

While Boots let Sephora make its own marketing decisions, it insisted on monthly reports showing performance against budget. The French managers had no problem with this, but they resented Boots's demands for "flash estimates."

"Our finance director always refused to give 'off the cuff' estimates," Brown says. "He insisted on doing the estimate 'correctly', which meant in great detail and when he had someone free to carry out the task. He maintained that he was not going to be held accountable for something which had not been properly researched and calculated. Short of getting rid of him, the only solution was to take on an English-speaking management accountant whose sole job was to liaise with the parent company and keep them happy."

There were other occasions when Brown found it difficult to explain Sephora's demands to the managers back home. Boots thought that certain operations did not need to be computer-

ised in a company of Sephora's size. Yet French companies of a similar size computerised the same operations as a matter of course.

Boots computer specialists thought some of the computer systems that Brown wanted were "unnecessary, too expensive or too complicated for a small company. That was because they were judged complicated for a large company and therefore assumed to be too complicated for a small company, when often the reverse is true."

"Unfortunately, English companies do not always have managers who understand what is necessary to govern an overseas subsidiary. It is an example of parochial attitudes which often exist among specialist managers."

Brown says he did eventually find ways of breaking down the barriers between his British superiors and French subordinates. "Over the years, I ensured that everyone at head office who was in regular communication with Sephora staff spoke French and that the corresponding Sephora staff spoke English. This was a great help in reducing misunderstandings, as were exchange visits."

Brown stepped down as head of Sephora in March this year. His experiences have convinced him that companies do not spend nearly enough time evaluating the management of companies they intend to take over.

"They concentrate on the financial state of the target company, assuming that any management deficiencies can be made up by transferring staff from their own company. That is something that is difficult to do when taking over a company within one's own country. It is even more difficult when making a purchase abroad."

"The first step is to assess the chances of success with the present local management," Brown said. "Is it the set-up you want? A simple test is to ask the local management what their problems are. You then ask them to present concrete propositions or strategies as solutions. If you are happy with their assessment of the local environment and their strategy for fitting in, then don't change the management if it can be avoided. Do change the management if the situation is critical because of its incompetence. The workforce will be behind you in this case."

Another mistake acquiring companies make is that they do not tell the managers in the acquired organisation what is expected of them. "One cannot over-emphasise the importance of making sure that the team knows what game it is playing and where the goals are," Brown said.

"Present the objectives clearly to the existing management and make them understand that they have to react and put in place the tactics necessary to attain the objectives."

Above all, Brown said, when managing abroad "look and listen. Don't make value judgments. What is needed is curiosity, openness to change, flexibility and, above all, respect. You really have to like the people and like the country. Moreover, you have to show it."

A persistent distortion in the post-1992 era

David Waller on the effects of tax regimes in Europe

Companies wanting to build a pan-European business are naturally encouraged by the onset of 1992 and all that this date implies for the free movement of goods, services and capital from country to country, unencumbered by the distortions imposed by trade barriers.

However, managers who wish to treat Europe as a real common market will soon bump up against the biggest distortion of all: tax. The charge that governments choose to levy on company profits varies wildly from country to country within the European Community, maximum rates ranging from 64 per cent (in West Germany) to 35 per cent in Spain and the UK.

A recent report from the Institute for Fiscal Studies suggested that the importance of tax in corporate decisions was likely to increase significantly as other distorting influences - such as trade barriers - dropped away. At the moment, nearly half the 173 big UK companies polled by the think-tank said they were always influenced by tax when deciding where to set up a production plant overseas, and a further 28 per cent said they were usually influenced by tax.

The table below - taken from the IFS report - quantifies the distortions imposed by tax. It shows the pre-tax return that a company must generate from an investment in any one country in order to earn a 5 per cent return after tax. The figures are weighted on two counts - to reflect a typical package of investments, and to

What is noticeable is that it matters more where the profits come from than where they are heading

reflect a typical combination of three types of finance.

The figures assume that a company invests half its money in plant and machinery, 15 per cent in commercial buildings and 35 per cent in industrial buildings; 70 per cent of the finance comes from retained earnings, 25 per cent from debt and 5 per cent from new equity. Each of these categories of asset and finance receive different tax treatment from country to country, but this weighting corresponds to an average of all investments made throughout Europe.

Other assumptions are that the parent company raises all its capital in the UK, the parent company has a 5 per cent return on its investment in the UK, and that it has a 5 per cent return on its investment in the other country. The fact that some of the pre-tax returns are less than 5

percent shows that some projects in some countries - notably in the Irish Republic - are subsidised by the tax system.

What is also noticeable is that it matters more where the profits come from than where they are heading: when you look along a line than when looking down a column of figures.

Thus if a project must be located in a given country - for strategic or marketing reasons - companies from country A will not be at a disadvantage to those from country B setting up in country C, irrespective of different tax regimes in countries A and B.

To illustrate these points, the IFS considers a factory which has to be located close to the Mediterranean. The UK company would invest in Italy (5.97 return required, as opposed to 6.08 in France) but a French company would do better to invest in France.

If the factory had to be located in Italy, the UK competing to earn less than the French company to generate the 5 per cent post-tax return.

If tax is an important influence on decision-making now, it is likely to be more so as other distorting influences - such as trade barriers - drop away with the onset of 1992.

Corporate Tax Harmonisation and Economic Efficiency, by Michael Devereux and Mark Pearson. Available from the Institute of Fiscal Studies, 180 Tottenham Court Road, London W1P 0LE. Price £10.

IN SEARCH OF A 5 PER CENT RETURN*

INVESTMENT IN	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
Belgium.....	5.83	6.34	6.63	6.26	6.36	7.17	7.24	6.56	6.71	6.71	6.68	6.61	6.78	6.66			
Denmark.....	6.35	7.02	7.24	7.64	6.36	7.84	6.42	7.58	7.38	6.01	7.96	7.26	7.63	7.63			
France.....	6.26	5.67	5.75	5.69	6.75	6.81	7.09	6.03	6.17	6.59	6.32	6.08	6.68	6.12			
West Germany.....	9.07	8.63	8.82	8.66	8.66	8.28	10.3	8.52	9.12	8.21	9.06	8.51	8.00	8.15			
Greece.....	6.99	7.51	7.73	6.46	5.95	6.62	7.27	7.77	7.41	7.96	7.99	7.82	7.73	7.69			
Irish Rep.....	4.88	4.58	4.94	4.54	4.57	4.98	4.53	4.57	4.77	4.85	4.74	4.71	4.91	4.74			
Italy.....	6.30	6.07	6.24	6.82	6.82	6.87	6.80	6.26	6.91	6.42	6.38	5.97	6.26	6.02			
Luxembourg.....	6.70	6.55	6.98	6.44	6.69	6.98	7.72	6.19	6.43	7.05	6.50	6.45	7.18	6.49			
Netherlands.....	6.28	7.03	6.73	6.27	6.47	6.62	6.74	6.09	6.11	7.56	6.30	6.25	7.64	6.39			
Portugal.....	6.96	6.00	6.26	6.11	6.13	6.87	7.04	6.39	6.43	6.59	6.30	6.25	6.40	6.39			
Spain.....	6.96	6.26	6.48	6.30	6.68	7.75	7.68	6.49	6.63	7.00	6.10	6.54	7.64	7.20			
UK.....	5.71	7.24	6.11	5.91	6.84	6.60	6.60	6.63	5.78	7.02	6.20	6.12	7.83	6.35			
Japan.....	6.38	7.59	7.85	7.61	6.43	6.55	6.08	6.68	6.01	6.87	7.95	7.90	6.24	7.96			
US.....	6.55	6.54	6.02	6.30	7.20	6.69	6.96	6.04	6.17	7.59	7.54	6.08	7.06	5.93			

*Weighted average of required pre-tax rates of return necessary to earn a 5 per cent post-tax return.

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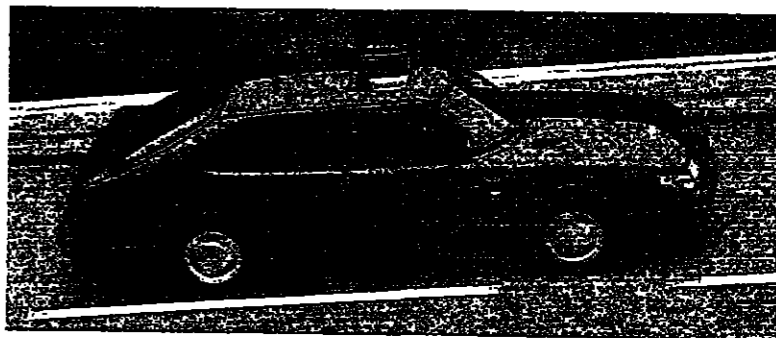
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OPERA AND BALLET

London
Royal Opera House, Covent Garden. One of the great masterpieces of post-Mozart Classical opera, Cherubini's *Médée*, returns to Covent Garden in a new production by Mike Ashman, conducted by Mark Ermler. It is — praise be! — sung and spoken in the original French, by a cast headed by Rosalind Plowright in the tremendous title role; others include Alexey Steblyanko, Claire Powell, Renee Fleming and Robert Lloyd. Ballet: On Wednesday Sylvie Guillem and Jonathan Cope dance *Suez Lane*. English National Opera, Coliseum. Kurt Weill's marvellous Broadway opera *Street Scene* is now in London after being shown by Scottish Opera earlier in the year. David Pountney's production, designed by David Fielding, is conducted by Carl Davis; the cast includes Kristine

EXHIBITIONS

London
The Royal Academy. The Art of Photography 1839-1889: In celebration of the 150th anniversary of the first practical demonstration of the medium, this large and impressive exhibition leads the visitor through the practical developments and aesthetic variations and experiments in the use of the medium, from the work of the earliest pioneers in France, England and Scotland, up to the present. Until December 23.
The Royal Academy, Gauguin and the School of Pout Aven — a fascinating study of the prints made in the 1890s and 1880s by the loose society of artists that came together at Pout Aven in Brittany, of which Gauguin was the leading but not necessarily, at the time, the outstanding figure. Daily until November 19.
Paris
Musée des Arts Décoratifs. Je suis le Cahier - Picasso's sketchbook in the world over, the exhibition ends, aptly, in Paris. The 40 sketchbooks covering a period of 54 years follow closely Picasso's development in the work of Rivoli (42663214), closed Tues. Ends December 31.

THEATRE

London
Anything Goes (Prince Edward). Cole Porter's silly ocean-going 1930s musical has four or five marvellous songs and Elaine Paige falling to emulate Ethel Merman. Jerry Zuck's deceptively bright production comes from the Lincoln Center in New York and is undemanding summertime fare (794 8851, cc 836 2425).
A Flea in Her Ear (Old Vic). Feydeau's farce in the John Mortimer translation spiritedly done as German Expressionist nightmare by Richard Jones and the Quay Brothers, the directing and design team on WNO's *Love of Three Oranges*. An interesting leads good cast as the discomfited insurance manager and his doppelgänger, a drunken hotel porter. An interesting, enjoyable, unfairly derided experiment (928 7616, cc 240 7200).
Another Time (Wyndham's). New Ronald Harwood play directed by Elijah Moshinsky, about a white South African family in Cape Town and Maïda Vale. Albert Finney plays father and concert pianist on across 35 years, suggesting that talent is a means of escape and a reason for not going back. Janet Suzman and Sara Kestelman are electrifying in support (867 1116).
Veterans Day (Haymarket). Imperfect Donald Freed national-ist paranoia play about three veterans gathered to bump off the President party redeemed by fascinating Jim Broadbent Vietnam hero Michael Gambon and brightly accommodating Second World War buddy Jack Lemmon (822 8835).
Aspects of Love (Prince of Wales). Andrew Lloyd Webber's latest is an intimate chamber opera derived from David Garnett's 1965 novella. Musically interesting and well directed by Trevor Nunn. A cast of unknowns project the right sense of sybaritic insouciance. A probable, but unspectacular, hit (839 5972).

New York
Heidi Chronicles (Plymouth). Wendy Wasserstein's award-winning drama covering 20 years in the life of a successful American baby boomer goes from support for Eugene McCarthy's presidential aspirations to electoral ambitions in the 1980s, accompanied by the favour of the period (239 6270).
Lead Me a Tender (Royale). A sprucing up in the set of a decaying town's big time opera ambi-

Ciesinski, Janis Kelly, Bonaventura Bottone and Richard Van Allan. Last performance (Fry) of the surreal, vividly theatrical production of Verdi's *A Masked Ball*. David Freeman continues his ENO Monteverdi productions with *The Return of Ulysses*. Sadler's Wells. The Merce Cunningham season continues with major creations by this modern dance master.

Paris
Opéra. The Paris Opéra stars and ballet corps accompanied by the Opéra orchestra conducted by Michel Tatchanik present a Diaghilev evening with *Petrushka*, *Le Spectre de la Rose*, *L'après-midi d'un Faune* and *Les noces* by the programme (4742571).
Théâtre de la Bastille. Daniel Larrieu in the framework of the *Festival D'Auxonne*. (4398984)

Vienna
Staatsoper. Ballet: *The Nutcracker* is conducted by Michael Saxon. Opera: The premiere of *Furst Igor* in a Warsaw National Opera and Teatr Wielki production, is conducted by Robert Szymanowski. Volksoper. Programme includes *My Fair Lady*, *Der Zigeunerbaron*, *Der Kaiserstuhl*, *Ein Nacht in Venedig*, *Fanny Elssler - Frau und Mythos* (ballet) by Susanne Kirchbauer, and *Die Fledermaus*.

Brussels
Opéra Royal. Bejart Ballet Lausanne performing *1789...et nous*,

choreographed by Maurice Bejart (all week).
Théâtre Royal de la Monnaie. The Monnaie Dance Group Mark Morris with Mikhail Baryshnikov in *New Love Song Waltzes* and other works choreographed by Mark Morris. Ingo Metzmacher conducts the Monnaie Symphony Orchestra (Sat, Sun, Tues, Thurs).

Berlin
Opéra. *Die lustigen Weiber von Windsor* is a well done repertoire performance. *Rigoletto* in Hans Neuenfels' production has a strong cast led by Gwendolyn Bradley. Ute Walter, John Sanctor and George Fortune in the title role. *Madame Butterfly* with Yoko Nishida, Marica Balamy and John Sanctor. Also a ballet evening with choreography by Roland Petit and a performance of *Zar und Zimmermann*.

Hamburg
Opéra. *Magnificat* has wonderful John Neumeier choreography. *La Bohème* has Miriam Galica, Nancy Gustafson, Tommi Peno and Andreas Schmidt in the leading roles. *Die Hochzeit des Figaro* is expertly conducted by Bernhard Kleemann. A Teresa Berganza Liedert recital ends the week.

Bonn
Opéra. *Aida* stars April Millo, Grace Buzby, Lando Bartolini, Francesco Ellero d'Artegna. Giorgio Zanaccaro and is excellently conducted by Dennis Russell Davies. Also a concert version of *Andriana Lecouvreur* with Mar-

ARTS

garet Price, Giorgio Merighi and Bruna Baglioni.
Frankfurt
Opéra. *Monsieur Beaucaire* and his company presents three acts pieces by Jacques Offenbach. The new fascinating and lively production of *La Finta Giardiniera*, by producer Robert Carlsen was well received and is wonderfully sung by Werner Hollweg, Pia-Marie Nilsson, Margareta Marshall, Alicia Nafé and Sofia Theodoridou. *Rigoletto* returns with Michael Lewis in the title role for the first time. Michael Shamir, Elsie Maurer and Vinson Cole, conducted by Gary Bertini. Also *Dido und Aeneas*.

Cologne
Opéra. The first co-operation between the Düsseldorf Opera and Cologne Opera is the new Wagner *Ring cycle*, produced by Kurt Hoppes. This week's offering, *Das Rheingold*, saw heavy reaction against the "new homes" definition of the cycle when it opened; singers include Robert Gale, John del Carlo, Mario Brel, Hanna Schwarz, Beatrice Niehoff, Anne Gjevang and Josef Proschka. Also *Hänsel und Gretel* and a ballet appearance by the Düsseldorf Opera.

Stuttgart
Opéra. *Tannhäuser* convinces thanks to Kurt Rydl, Tomi Kraemer, Nancy Johnson and the Trossel-Burckhardt. The success-

by Tatsuo Miyajima, Tsuneo Nakai. Ends Dec 3.
Madrid
Fundación Juan March. Retrospective of Edward Hopper opens the autumn season at the foundation. 61 works by the New York realist covering a period of 56 years. Until Jan 4.

Barcelona
Fundación Caja de Pensiones. International art. Exhibition of contemporary art from the museum's holdings acquired since 1985. Closed Mon.

Martigny
Fondation Gianadda. A Henry Moore retrospective of some 50 sculptures, 80 drawings shown in relation and 50 engravings in an impressive by the judicious selection of exhibits, as by the exceptional location for 12 of the monumental statues in a park with Alpine peaks as a backdrop. Ends Nov 19 (026-22378).

Brussels
Europalia Japan 89 has organized the largest festival of Japanese arts and culture outside Japan with performances and exhibitions across Belgium. Palais des Beaux-Arts.

Munich
Städtische Galerie im Lehmkuhlhaus. The most complete retrospective of the expressionist painter Karl Schmidt-Rottluff to date with 370 works from private and public collections.

Bonn
Städtisches Kunstmuseum. Rathausgasse 7. Glanzlichter, 40 years of government support for art. Ends Nov 22.

ful Loriot *Martha* production is revived. Also *Madame Butterfly* and *Die Entführung aus dem Serail*.
Barcelona
Lyric Opera of Chicago. Eugene Onegin opens the season at the Liceu, in the production conducted by Emil Tchakarov. Mirélla Freni and Wolfgang Brendel in the lead roles. Gran Teatre del Liceu (318 91 22).

Milan
Teatro Alla Scala. The Tokyo Ballet dancing *La Sylphide*, with choreography by Pierre Lacotte. Bejart's *Bugaku* and *The Pheasant* and John Neumeier's *Seven Haevis of the Moon* (50.91.26).

Venice
La Fenice. A moving and beautifully acted performance by Raina Kabaivanska in *Madame Butterfly*, flanked by Giorgio Lamberti, a slightly wooden Pinkerton, sympathetically conducted by Daniel Oren (531615).

Florence
Teatro Comunale. Verdi's *Rigoletto* in Giancarlo Cobelli's only-partially successful production, conducted by Eduardo Mata and designed by Paolo Tommasini. The first act opens with the projection of blow-up photographs of Giulio Romano's frescoes from Palazzo Te, mainly the more erotic nymphs and satyrs, to emphasize the doubtful goings-on

Vienna
Museum for Applied Arts is hosting a large exhibition devoted to the works of Carlo Scarpa, the Italian artist and architect.

Rome
Palazzo dei Conservatori, Campidoglio. Giuseppe Ceracchi (1751-1801), Jacobin sculptor. The exhibition includes a touching eye-witness sketch of Ceracchi and co-conspirator in a plot to assassinate Napoleon standing at the foot of the steps to the guillotine. Until Nov 12.

Milan
Castello Sforzesco. Unknown Treasures from the Moscow State History Museum. Over 500 pieces of applied art including gold and silver embroidery, lace, brocade, icons, jewellery and costume covering three centuries, chosen from a collection of over 4m pieces. Ends Nov 22.

Mantua
Palazzo Te, Truttire di Palazzo Te, Reggia Gonzaga. A vast exhibition devoted to Giulio Romano, Raphael's favourite pupil, who spent the last 20 years of his life in Mantua, producing masterpieces of architecture, painting, engraving and fresco. Ends November 12.

at the court of the Gonzagas, Juan Pons sings the title role less than compellingly. But Mariella Devia is excellent as Glida (she will alternate in the role with Alicia Ferrara) (2778236).

New York
Metropolitan Opera. Otto Schenck's new production of *Rigoletto* with June Anderson and Luciano Pavarotti opens, conducted by Marcello Fanni. Julius Rudel conducts *Il Barbiere di Siviglia* with Marilyn Horne, Stanford Olsen and Gino Quilico. The week also includes Franco Zeffirelli's new production of *La Traviata* featuring Edita Gruberova and Nell Shicoff, conducted by Carlos Kleiber. Opera House Lincoln Center (382 8000).

Chicago
Lyric Opera. Plácido Domingo sings Samsón and Agnès Balaña is Dalila in Nicholas Joel's production of Saint-Saens' opera conducted by Bruno Bartoletti. The company's first production of *Le Clemenceo di Piza* is directed by François Rochaix with Susanne Mentzer and Carol Vaness (332 2244).


Washington
Washington Opera. *Lucia di Lammermoor* with Ruth Ann Swenson in the title role and Jerry Hadley as Edgar. In Roman Terlicky's production opens the season that includes the company's first production of *Aida* as well as *Die Fledermaus*, *The Merry Wives of Windsor* and *The Aspen Papers*.

Venice
Palazzo Grassi. Italian Art 1900-1945. A much-amplified exhibition covering a brief period than did the recent show at the Royal Academy in London, organised again by German Celant, with Palazzo Grassi director Pontus Hultén. Ends Nov.

New York
Metropolitan Museum. A decade of fabulous shows borrowed from around the world culminates in the present exhibit of the major works of Velázquez, much of which is borrowed from Prado in Madrid. Ends Jan 7.

Washington
Hirshhorn Museum. The first retrospective in America 'n a century celebrates a Francis Bacon's 60th birthday with a comprehensive review of his prolific career. Ends Dec 7.

Chicago
Art Institute. Fixing the Shadow shadows the history of photography at its 150th anniversary. Ends Nov 16.
Tokyo
National Museum. Art of the Muromachi Period (1334-1537). Major exhibition featuring some 400 works from the period when the shoguns had consolidated their power. Closed Mondays.



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Inspired by Spain: Manet's 'Bullfight'

as the tiger. Manet's observation of character is evident in the full-length portrait of M. Brun (1879), from Tokyo...

medium associated with the 18th century which is especially effective in suggesting female charm. This trait is displayed in the seductive pastel of Mme Jules Guillemet of 1880...

This exhibition, which is on view until November 26, is sponsored by Novo-Nordisk A/S. The Ordrupgaard collection is situated at Vilvordevej 110, Copenhagen...

The Damnation of Faust

BARBICAN HALL

Though Berlioz's Damnation of Faust has often been staged, it really remains one of the grand 19th century unstagables... Alastair Macaulay

Il Barbiere di Siviglia

GLYNDEBOURNE TOURING OPERA

Last of the three productions in Glyndebournne Touring Opera's season... self-regarding senior professional man...

Louise Winter, as Rosina, matched the general tones of the production... Ronald Crichton

Lithuanian theatre in Glasgow

GLYNDEBOURNE TOURING OPERA

Glasgow's New Beginnings festival of the Soviet Arts promises to get to those parts that other events can't reach... Claire Armitstead

naturalistically old, but as a crippled martinet whose walking stick is used to support his rigid body... Claire Armitstead



Scene from Pirosmani, Pirosmani

expected but somehow didn't. Nekrosius slips finally into expressionist mode, leaving Vanya in the compulsive judgements of terminal illness... Claire Armitstead

day with only a mute caretaker to defend him against his hallucinations... Claire Armitstead

ARTS GUIDE

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MUSIC
LONDON
BBC Philharmonic Orchestra conducted by Edward Downes...

Brussels
RTBF Symphony Orchestra conducted by Andre Vandernoot...

Paris
Wurttembergisches Kammerorchester Beilheim...

November 3-9
Feres, with Helen Donath (soprano), Alfonso Echevarria (bass)...

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Early Turner on the market

Christie's has been selling French furniture in New York and English furniture in London... Antony Thorncroft

The debate about Emu

WHATEVER THE substantive merits of its evolutionary approach to economic and monetary union, published yesterday, the British Treasury is in a ludicrous position. How can it keep a straight face when recommending to its most enthusiastic members the virtues of a club that the UK has found so many excuses for not joining?

For the irony is that the Treasury proposes little more than "the fuller development of the European Monetary System, the arrangement the UK has fought so long to get out of. Unabashed, it trots out, once more, all of the depressingly vague conditions for full membership of the EMS: lower inflation in the UK, capital liberalisation in the European Community and "real progress towards completion of the single market, freedom of financial services and strengthened competition policy."

The Treasury argues that, as exchange controls disappear during the first stage of the plan for economic and monetary union proposed by the Delors committee, the asymmetries between strong and weak currencies will become more powerful. "These asymmetries," it remarks approvingly, "will provide a major stimulus for monetary authorities to aim at an inflation performance in line with the best in the Community." Can this be the Government whose head remarked two years ago that she was glad not to put the exchange rate mechanism, because - under the Bundesbank's tutelage - "the whole of Europe is geared to a slightly deflationary policy?"

Fixed exchange rates The source may be ridiculous, but this does not make the recommendations absurd. Up to a point, they are even helpful, but they do not go far enough. Over time, the Treasury notes, the realignments would become rarer, fluctuations within the ERM bands would become smaller, and the EMS could evolve into a system of more or less fixed exchange rates.

But economic and monetary union does at the very least mean irrevocably fixed exchange rates, along with free movement of capital. The Treasury proposals amount to a sort of "stage one

plus" and include greater freedom for the use of the currencies of the member countries, for investment and for financial services throughout the EC. Also suggested is a reduction in barriers to more convenient means of payment, like credit cards. These are sensible, if modest, adjuncts to what is sure to occur, especially to the extent that they imply openness to the world as a whole. Nevertheless, the plan does not offer an alternative path to economic and monetary union, since it does not terminate such a union, even on the least demanding definition.

Suppose that the Treasury were, instead, to have recommended as its terminus the irrevocable fixing of exchange rates. This might, indeed, have been considered as an alternative to the Delors approach, since it would not require the suggested European System of Central Banks. In practice, however, it might not make all that big a difference. Since national moneys would be increasingly used outside their countries of origin, monetary policy would have to become more international in focus and co-operative in style.

Cogent criticisms For the moment, however, the Treasury has done no more than adumbrate an elaboration of the Delors first stage. It does, however, level cogent criticisms against parts of the Delors plan itself, including the binding controls over fiscal deficits and the place accorded to regional and structural interventions. The Treasury is equally right to stress the prudential implications of the proposed centralisation of monetary policy.

Nor is it wrong to underline the unpredictability and complexity of stage one itself. It may well be unwise to assume that the sea will soon be flat when the storm has just begun. The UK's experience of financial liberalisation enables it to make this comment with authority.

The pity is that, by its refusal to join the ERM soon, the UK is likely to be ignored even when it has sensible criticisms to make and useful suggestions to offer. If this does happen, the Government will have no-one to blame for its predicament but itself.

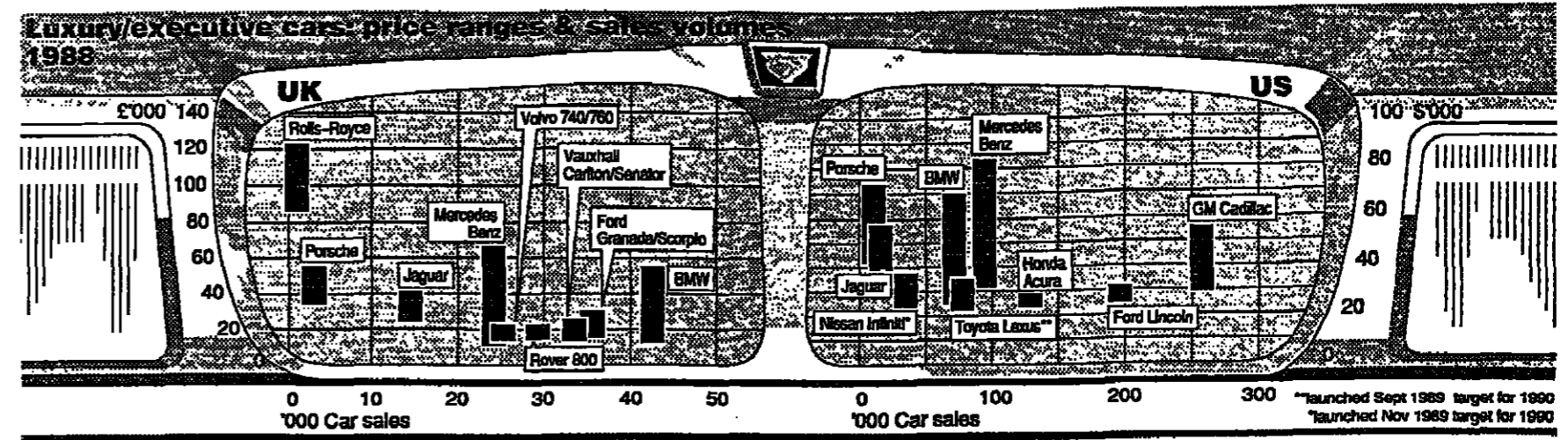
Greece needs a new broom GREECE, WHICH IS preparing to hold its second general election within four months next Sunday, urgently needs a period of stability to put its economic house in order and to recover from the scandals which have shaken the body politic. Yet, even after the defeat suffered in June by Mr Andreas Papandreu's Pan Hellenic Socialist Movement (Paseok), his forthcoming trial for alleged involvement in a \$300m bank scandal and illegal phone-tapping and his well-publicised romantic affairs, there can be no certainty about the outcome of the poll. Although it would be the worst possible result, the election of another hung parliament cannot be ruled out.

To reach this conclusion might seem surprising in the circumstances. Mr Papandreu and his party - five of his ex-Ministers will be facing corruption charges at the same time as their party leader - have been covered with enough mud to sink them as a political force for years to come, or so it would seem. In most other countries, Paseok's recent record would be enough to let in their biggest rivals, the conservative New Democracy Party, with a large overall majority. But Greece is a country where political and financial scandals tend to be looked upon as the normal currency of life and human weaknesses of the kind displayed by Mr Papandreu are treated with relative tolerance.

Powerful defence There are other reasons why Paseok cannot be written off, if only as a sufficiently powerful political force which could prevent Mr Constantine Mitsotakis's New Democracy from forming a viable administration on its own. Mr Papandreu, though physically diminished by his recent heart operation, has lost little of his old charisma and has launched a powerful defence against his detractors. His strongest card, apart from his well-known political skills, is that the criminal charges against him remain far from proven, since they are largely based on the suspect evidence of Mr George Koskotas, the main defendant

in the Bank of Crete scandal. The latest public opinion polls show that Paseok's support remains at 39 per cent, the same as it was at the election last June, when New Democracy polled a little more than 44 per cent of the vote to emerge as the biggest single party. But New Democracy was still six seats short of an overall majority in the 300-member Parliament and those extra seats require an additional share of some 2 per cent of the total vote under Greece's proportional system, which will not be easy to obtain. A week before the election, the party's support stood only half a point higher than it was in June.

Unusual coalition By any objective standards, however, New Democracy has done extremely well since the June election, given the difficult circumstances of a hung parliament. The odd couple it has formed with its unusual coalition partner, the Alliance of the Left and Progress, grouping the traditional pro-Soviet Euro-Communists, has been effective within the limits imposed on it. The interim Government has set a precedent by undertaking the cleansing of the political system - the policy of "catharsis" - and it has managed to make a start at defusing the bitter enmity between Right and Left that has existed since the Greek Civil War of the 1940s. Yet a coalition of this kind is unable to take the radical economic decisions that are now required to clear up the mess left by the last Paseok government, such as a public sector borrowing requirement of as much as 22 per cent of GNP, inflation of 14 per cent and a rapidly rising current account deficit.



Kevin Done explains why Ford is so keen to take over Jaguar Desperate for the luxury cachet

The hectic pursuit of Jaguar by Ford and General Motors has been a startling admission by the world's two largest car makers of their failure to break into the exclusive upper reaches of the world's luxury car market.

Ford's willingness to spend nearly £1.6bn to acquire a company, which was operating at a loss in the first half of this year, bears eloquent testimony to the price it is now ready to pay to make good the shortcomings of its previous efforts.

GM's and Ford's long-established leadership of the world motor industry is under threat as never before from their Japanese rivals. For two decades they have watched like giants with feet of clay, as the Japanese car makers have stolen trick after trick, inexorably eroding the US car makers' previously impregnable position.

Finally in the last two years it has become apparent to Detroit - just as it has to Daimler-Benz in Stuttgart, BMW in Munich and Jaguar in Coventry - that the Japanese were ready to launch an all-out assault on the final un conquered bastion of the world car industry - the luxury car market. While this sector was previously the preserve of a select band of prestigious medium and low volume car makers, such as the Japanese, Jaguar and Porsche - with few wider ambitions for domination of the world industry - Ford and GM were able to overlook their own absence from this rarefied market. They could continue producing their Cadillac (GM) and Lincoln (Ford) limousines that had successfully appealed to generations of traditional US luxury car buyers, even if they had failed to make much impression anywhere else in the world.

"The baby boomers born between 1946-55 will consist of some 80m people, about twice that of the previous generation, and will form a natural pool of well-educated potential luxury car buyers." The number of households with annual incomes over \$30,000 (\$51,686) will increase from 10m to 13m.

Similar demographic trends are apparent in Europe and Japan, and Ford is convinced that big opportunities will emerge in the Far East as the huge trade surpluses that are being built up are eventually transformed into much-needed purchasing power. Part of the object of such purchasing will be luxury goods, of the most exclusive and prestigious variety, and Ford and GM have nothing to offer.

In the US the top-of-the-range Cadillac and Lincoln cars barely cost the \$30,000 price tag. Even though the Europeans have been forced by a weakening of the US luxury car market to moderate their prices, Jaguar starts selling at \$38,700, while its most expensive model costs \$57,000. The BMW 5 and 7 series are priced in the US from around \$37,000 to \$70,000, while Mercedes-Benz sells from \$32,500 to \$79,000.

Audi marque convincingly into the highest reaches of the European market, but the attempt is under way. Ford, in particular, has been desperately aware of the limitations of being a single-marque car maker in Europe - in the US it at least has Lincoln and Mercury. In recent years it has tried to take over Alfa Romeo, only to be out-manoeuvred by a combination of the Italian state and Fiat, which acquired Alfa Romeo from state ownership in late 1986.

It has tried to take over Austin Rover with the prestige of the Rover and MG marque as a big attraction, but was rebuffed by the UK Government. In recent weeks it has looked at Saab but gave up, after assessing the risks and rewards of rescuing the small, ailing Swedish car maker.

The earlier opportunities to buy some of the mystique of European cars in their American offspring, but have failed miserably. Only last month Ford gave up its four-year attempt to establish a new marque in the US, Merkur, as the brand for its imports from Europe, chiefly the Granada/Scorpio.

Jaguar is a once-only opportunity to take a short-cut to meet the new Japanese competition head-on

The picture is no more promising in Europe. Both Ford and GM with its Opel (continental Europe) and Vauxhall (UK) brands have failed to make much headway in the exclusive reaches of the market. However technologically advanced and whatever the luxury features of wood and leather an Opel/Vauxhall Senator remains an Opel and a Vauxhall, a Scorpio remains a Ford - the best selling of the world's biggest volume car makers, well versed in moving metal, but with little other cachet. GM and Ford are unable to price at the lucrative levels of their Mercedes-Benz and BMW rivals.

Jaguar may currently only produce 50,000 cars a year, it may be operating at a loss or barely at break-even, it may have, in part, still antiquated production facilities - in particular the Browns Lane, Coventry final assembly plant - and it may only have introduced one all-new model range in 14 years, but it has a name. It has luxury, prestige and exclusivity, and all the mystique that belongs with burr walnut and Connolly leather.

A weak US dollar and a soft US luxury car market may have convinced to give Jaguar a troubled financial present, but the company has been transformed in the last 10 years by the management team led by Sir John Egan. It has earned the respect of its competitors, but despite all the progress, it has always lacked the financial resources to exploit fully the magic of its name. It is that financial muscle as well as access to technology, marketing and components purchasing power that has always been the attraction of linking up with a partner, be it Ford, GM or another leading group.

Healthy food: the sublime

At last ate in the FT staff canteen in 1988. It may have been because of the gravity-defying sausage roll soufflé in brown ale gravy that I have never been back. I am assured things have got better since then, and not only because brown ale has been withdrawn from the menu. But the experience was deeply moving and the aversion to institutional food thereby derived still lingers.

Anton Moshmann is, of course, an institution and deals in food, but the comparisons can be taken no further. The former head chef at the Dorchester Hotel and now the proprietor of Moshmann's (once the Belfry and not the golf course), a private dining club in Belgravia, has just launched his latest production - not on a plate but between hard covers.

Actually, he served up his coffee-table book entitled 'The Art of Anton Moshmann' with demonstrations of his technique in what he calls *cuisine naturelle*, the latest version of *cuisine nouvelle*, which, in turn, of course, is the antithesis of *cuisine terror*, which, for the literally minded, is not a product of the French Revolution. The accompanying four-course meal, which left a colleague with a silly smile on his face, came in at just 1,000 calories, or half the count, Moshmann says, of a Big Mac and chips.

THE OBSERVER

and massaged regularly, it can only be assumed that their state of mind is permanently relaxed. He should know, since he cooked for thousands at the 1970 Expo in Osaka when a *sous chef* in the Swiss pavilion. "My team consisted of thirty-five chefs of whom 25 were Japanese. The Japanese chefs were quick to learn, deft and hardworking. They were friendly. Even when quite ill they would come in to work - a practice I was quick to stop. I insisted that they would not lose face by staying away when they were ill.

The ridiculous

However, it is not always possible to dine and discourse on Moshmann's plane. At the other end of the scale let us now, with humility and sympathy, consider not only what British Rail serves but how it justifies the prices it charges. InterCity On Board Services, a name to be conjured with, tells its passengers - who are also having to stomach 21 per cent increases in long-distance season tickets - that the higher prices reflect the improved quality of main meals, snacks and beverages now available.



Mr Peter Northfield, of InterCity, explains the "customer" is often unaware of the improvements: "we now offer a larger size of peanut, for example, and last month we dropped Diet Lilt and started offering Black Bush whisky in our buffet cars."

Quarter pound hamburgers and cheeseburgers are up 10p to reflect "a much better product - more akin to the one you would buy at a high street burger chain." Which, as Moshmann points out, are not made from "happy meat," and if they had been transported on an InterCity would presumably be even less so.

The gross

McCadbury is currently trying to boost sales of five of its products in a promotional inconspicuously entitled *Monopoly*. It should probably be renamed *rotty-poly*.

The maximum return, a five, would require an investment (at an average of 30p per bar) of not less than £16.50 and up to £25, which works out at 7 kilos of chocolate at approximately 200 calories per bar, which equals 280,000 calories, or the equivalent of 280 meals chez Moshmann.

The great chef, let it be noted, was left speechless when asked if he liked a well known brand of chocolate bar.

The dangerous

While on the subject of what is, or is not, good for you, Christine Keeler, legendary lady of British political scandal, is one in Dublin today to help launch a book, which she did not write, entitled, reasonably enough, 'The Taoiseach's (Mistress?)'. The plot, set in 1962 (when else?), involves a wayward Irish Prime Minister, a disused mine in Tipperary and US plans for a nuclear base in Ireland. There's plenty of killing and not a little canoodling. Ms Keeler feels the whole thing is realistic and familiar. Not much about food, though.

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POLITICS TODAY

A schoolgirl's guide to the Cabinet crisis

By Joe Rogaly

Three issues dominate British politics this week. They are: Europe, Europe and Europe. One member of the Cabinet, more than any other, is in a position to force the debate to a potentially positive conclusion. He is the soft and cuddly Deputy Prime Minister, Sir Geoffrey Howe. He will not use his position, unless he first submits himself to a strength-of-purpose transplant.

I have to explain all this, this very morning, to a half-full of schoolgirls. (We all have our troubles.) The girls are 17 or 18: A-level students, next year's voters. They should care passionately since they will be around after Sir Geoffrey and middle-aged commentators have long been forgotten. After a week of waking up at night, sweating, I now know what to say. First, tell the young ladies Denis Healey's immortal joke about how being attacked by Sir Geoffrey is like being savaged by a dead sheep. They should like that. More about the Deputy Prime Minister later, one will promise. Then, remembering the 1980's parody of the then Mr Macmillan, the trick is to turn languid wit to a spinning globe. "For nearly a century," the lecture proper will begin, "Britain was the proud owner of a great Empire." Flick the wrist at Australia, New Zealand, Canada, say "they were all ours," spin the globe. Next, flick a finger at Bangladesh, "ours," spin, flick a finger at Africa, "ours," spin... "Of course, to you girls these are mostly far-off countries of which you know little." Perhaps a call for hands up those who have been across the channel for their holidays. France? Spain? Italy?

A bit about how we relinquished the Empire might follow, although the time is too short for much of an excursion into how that process split the Conservative Party, and caused Harold Macmillan no end of trouble. Churchill had his, Mr Macmillan was brought up to believe that Britain's special relationship with the United States was of overriding importance, particularly once the Empire was gone. Plenty of opportunity for wrist-flicking and pointing now. Churchill and Macmillan talked about Britain as the centre of each of three circles - the Atlantic, the Commonwealth, and Europe - but it was the first circle that came to matter most.

In consequence, Britain missed boat after boat, or should I say, ladies, ferry after ferry, since the decision to set a talking shop in the cabinet of the Atlantic. I should have asked for visual aids. A large map of Europe, perhaps, to supplement the globe. After the Second World War the French visionary Jean Monnet failed to win the complete trust of ministers in the government. The European Coal and Steel Community, carried forward on the basis of Monnet's plans by the French Foreign Minister Robert Schuman, was formed in 1951 - without Britain. OK, I'll spell Monnet and Schuman. Got it? In the mid-1960's the then Conservative British Government stood aloof from negotia-

tions which led to the signing of the Treaty of Rome by France, West Germany, Italy, Belgium, Holland, and Luxembourg. The treaty was signed in March, 1957 - without Britain. We love them in the Eurovision Song Contest today, but we did not see, then, that that was our natural political family.

How do I explain what followed? How tell the girls that the second half of the fifties was wasted in an effort to bring the EC with the European Free Trade Area? They are then supposed to believe that in the end Macmillan of EFTA came to see that our future really lay in the Europe of the Six, and then to grasp that our efforts to gatecrash the party were thwarted, in 1963 and again in 1967. Perhaps the word gatecrash will help, but I think I'll race over most of that period, and simply point out that it is now 18 years since Britain belatedly joined the European Community.

Yet, believe it or not, the British Cabinet is still divided. Are Ministers convinced in their hearts that Britain is part of Europe - or not? That is what is dividing the Prime Minister, who is evidently not so convinced, from the heavyweights in the rest of her Cabinet, who are. There must be a way of accounting for this, even to the general audience. As a nation, I shall say, I think there is growing understanding that our future lies in whole-hearted acceptance of membership of the EC, and participation in plans for its future development. There are less than 36 months to go to January 1, 1993, when the Single European Market will encompass the 12 members of the present, enlarged, EC. In theory, young ladies, you will then be able to choose a job anywhere in continental Western Europe, if you have the qualifications. So why the big row, why Thatcher is against the idea of letting our pound be tied to the German mark and the other kinds of money in the EC. She likes even less the idea of one kind of money for all 12 countries - say a Euro-mark. Yesterday her new Chancellor, Mr John Major, put up the idea that you should be able to



buy and sell in any currency, anywhere. Which girls think that would mean we'd all be using marks, in pretty short order?

Some smart girl will surely ask, well doesn't the Prime Minister have good reasons? Her reason often seems to be that she wants all of Europe to be Thatcherite before she will accept the 11 joining us, the one. I might get a giggle there. I believe that the idea of a single money system, and a European-wide central bank, will mean that Britain will no longer be in control of its own economic destiny. The plans to carry this forward are prepared by two Frenchmen - Mr Jacques Delors and Mr François Mitterrand - just like nearly all the European plans that have gone before. They really want a European federation, as the United States is a federation, to keep Germany from dominating Europe.

I know I'll be asked, shouldn't we want that too? The first answer is

that Mrs Thatcher would rather have Britain the 51st state of America than the 12th state of Europe, while Messrs Howe, Lawson, Major and others would, if forced, choose the other way around. The second answer is that whether we want federalism or not, we can only influence events as a wholehearted participant in the planning, inside the club. That is why Mr Lawson, who is not a federalist, wanted to join what is called the exchange rate mechanism. I'll explain that afterwards, to anyone who wants to come and see me at coffee break. For economic and political reasons alike, Mr Lawson said on Tuesday, "it is important that we seek the earliest practicable time to join, rather than the latest for which a tolerable case can be made."

That last bit, girls, was a go at Mrs Thatcher, who showed on TV that she wants to put off joining for ever if possible. Her new Chancellor, Mr Major, learned in his short stay as

Foreign Secretary that the US wants us to get in there and participate, but he could go only so far towards saying that in Parliament yesterday.

So we are left with the dead sheep. Sir Geoffrey and Mr Lawson got Mrs Thatcher to promise to move forward at Madrid a few months ago - and look what's happened to them. Sir Geoffrey in particular felt deeply humiliated when he was removed as Foreign Secretary in July and more humiliated still when Mrs Thatcher's staff said that his new post, Deputy Prime Minister, means nothing.

Mr Lawson's resignation gives him a new opportunity. Look at what he can do. He can make speeches, like he did last week, that hold Mrs Thatcher to the promise made at Madrid. Does anyone think that will work? OK, he can operate from inside the Government. As Deputy Prime Minister he is on 13 committees of the Cabinet - and that is where the real work is done. He is also chairman of four of them. He also has the final part to play in deciding how much money ministers get to spend. He arranges House of Commons business. Perhaps he can use all this influence to achieve what over the past few years he has failed to do as a very important purpose in his life: to ensure that Britain does not once again miss the boat. He will be at normal retirement age by the next election, so he is in a hurry.

Does anyone believe the Prime Minister will bend under any of this? No schoolgirl is that silly. Sir Geoffrey's only hope is a painful interview with Mrs Thatcher, in which he says he's sorry, he has to stand against her for the leadership, so he must resign from the Cabinet now. Those who know him say that he hates the idea of a useless gesture, which he thinks that would be because he knows he'd lose. But would Europe lose? In a leadership election in a few weeks' time there might be sufficient abstentions to indicate to Mrs Thatcher that it was time to go. That would open the field for other contenders such as Mr Michael Heseltine, the one you know as Tarzan - did someone say dismy?

Sir Geoffrey would be taking the biggest gamble of his life. If he had that kind of daring he might have offered his resignation when the Foreign Secretaryship was taken from him in July. If he had done so, he might still be Foreign Secretary. Mrs Thatcher would not have wanted him on the backbenches, free to intervene in every European argument. You girls guess whether he will find the courage now. That leaves Tarzan, ladies. He says he won't stand against Mrs Thatcher either, although he did have the nerve to resign, over a European issue, a couple of years ago. He has written a book to show how European he is. He is very popular in the Conservative Party and the country. If she blows her top one more time he could be propelled into a race for leader. Otherwise, his best hope is in a bid 1990 for the Tories, at the end of which they turn away from her, and to him. Then Sir Geoffrey would vanish without trace. Questions?

LOMBARD

Tax challenge for Mr Major

by Michael Prowse

IF MR JOHN MAJOR wants to be remembered as a great British Chancellor, he should increase personal taxation as soon as possible, certainly no later than next March. A tightening of fiscal policy in present circumstances may appear the height of perversity; the Government ran a budget surplus of £14bn last year, a figure unprecedented in recent decades. A further tightening of the fiscal screws, with real interest rates at 7 per cent or 8 per cent, would surely push an already weak economy into outright recession, guaranteeing Labour a handsome victory at the next election.

Such reasoning, while superficially plausible, is deeply misleading. Mr Major's task is to reduce inflation and the trade deficit as painlessly as possible. In the short term, the only way to make progress on either front is to reduce the growth of nominal expenditure. Spending can be curbed either by raising interest rates and making borrowing more expensive or by raising taxes and directly reducing consumers' purchasing power. You don't need a PhD in economics to see that if more weight is placed on fiscal policy, the strain on interest rates can be reduced.

One advantage of fiscal policy is that the burden of anti-inflation measures can be targeted. Mr Major, for example, could exempt the corporate sector from higher taxation and ensure the burden on individuals is proportionate to their means. Interest rates are a much blunter instrument, inflicting disproportionate pain on certain sectors and individuals. For example, young couples who have borrowed heavily to buy a first home face crippling repayments. But wealthy savers enjoy windfall gains and may actually increase their expenditure.

Fiscal policy is certainly tight, but not as tight as it looks. If privatisation receipts are stripped out, the budget surplus is under £10bn. This would be large in normal circumstances. But Mr Major inherits a quite extraordinarily unbalanced economy. During the 1980s, the abandonment of pay policies and the deregulation of financial markets

resulted in one of the longest and most damaging consumer binges in British history.

The Lawson legacy is a collapse in private savings and an explosion of credit. A current account deficit of £20bn, or 4 per cent of gross domestic product, is a direct measure of the extent to which total domestic savings fall short of total investment. The public sector's surplus is evidence of useful net saving on its part, but the implication of the trade figures is that the Government must save much more if it is to compensate for the irresponsibility of individuals in recent years. If Mr Major relies on a spontaneous revival of personal savings, the risk is that the trade gap will be closed by reduced investment rather than reduced consumption.

But the case for raising taxes as a proportion of GDP does not rest solely on the economic benefits of a larger budget surplus. There are also strong political and economic arguments for a significant expansion of public services. During the 1980s, the Thatcher Government has offered the British people an American recipe of private affluence and public squalor. It is proving profoundly unpopular and economically inefficient. The UK badly needs to spend more on education, training, health and transport infrastructure. There is also a strong moral case for sizeable increases in state benefits: old age pensioners, one-parent families and the unemployed have been unfairly denied a share in the rising living standards of the past decade. Mr Major should recognise that the public sector cannot discharge its responsibilities properly unless it is ensured a reasonable share of the economy's total resources.

Sceptics will argue that higher taxes would undermine incentives and threaten future growth. There is simply no evidence for this. Countries such as West Germany and Japan have ignored supply-side rhetoric and focused instead on creating a stable macro environment for business. The UK should do the same. If Mr Major wants a Tory role model, he should look to Sir Geoffrey Howe - not Mr Lawson.

LETTERS

The EMS: 'where's the beef?'

From Mr S. Warton-Woods. Sir, Mr Moylan's letter unintentionally exposes some of the basic weaknesses of the anti-European Monetary System agreement (October 30). It cannot be said that fixed exchange rates do not allow markets to operate freely when floating rates represent one of the most significant non-tariff barriers to trade in goods and services and to non-specialist investment flows.

The idea that reliance on interest rates alone to control inflation works "with the flow of free markets" is also seriously flawed, when the same interest rates are used as an instrument of exchange rate policy. No government, after all, shows a complete disregard for the value of its currency.

Mr Moylan dwells on the "cost" of currency intervention in the foreign exchange markets, without referring to the fact that reserves go up and lose value like any other asset, whether or not they are used to influence the exchange rate. It would be unfair to single out "distortions" in exchange rate parities caused by the EMS, when it is also clear that misalignments occur among floating rates, even for long periods. Furthermore, accord-

ing to the Office of Economic Co-operation and Development's calculation of purchasing power parities the D-Mark is overvalued against its EMS partners. Germany's "creeping inflation" (the result of the D-Mark's undervaluation in the EMS, according to Mr Moylan) is expected to fall below 3 per cent next year, while Germany's trade surplus is also likely to have increased. The "rigidity" of the exchange rate mechanism is a direct function of its success, as inflation has collectively been reduced and interest rate volatility lowered. Sheldon Warton-Woods, Lloyd's Bank, 71 Lombard Street, EC3

From Mr David Morrison. Sir, The attitude of several politicians, and the Financial Times, to semi-fixed exchange rates in general and the EMS in particular is unjustifiably biased. The support for these exchange rate regimes lacks beef. I make the following practical points in defence of flexible exchange rates. World trade volume has increased by an average 6 per cent a year between 1983 and 1988; a period of turbulent exchange rates.

Industrial countries' real GNP growth has averaged 3.5 per cent a year over the same period. There has been no recession in the Group of Seven, as a group or in any individual country, during this period. Inflation in the G7 has averaged 3.5 per cent a year over 1985-1988; it has been low and stable in recent years, and the dispersion between high and low inflation economies has narrowed markedly. Investment as a share of real GNP in the G7 has risen sharply through this period - from about 20 per cent to 23 per cent.

Yet many commentators seem to believe that the flexible exchange rates have harmed the world economy. Where's the beef? Leaving aside Professor Sir Alan Walters's timely criticisms of the exchange rate mechanism, Mrs Thatcher's desire for fair play on cross-border financial flows and services, and vague notions of the UK being a "bad European," it would be at least honourable to write about the costs of entry to the EMS, as well as its supposed benefits.

First, while it may be true that French inflation is lower now than it would have been had the French franc stayed out of the ERM, it is well-documented that the French "sacrifice ratio" (the unemployment cost needed to reduce inflation) has been substantially higher than Britain's. And it is more than arguable that the recent deterioration in this unemployment/inflation comparison for the UK is direct result of ill-judged attempts to peg sterling to the D-Mark, first at too low and then too high a level. Second, compare the Danish debacle with the French "miracle." Real GNP growth in Denmark in 1987 was minus 0.7 per cent, in 1988 minus 0.4 per cent and this year 0.8 per cent. Over the same period inflation has risen to 5 per cent from 4 per cent, unemployment has climbed, and short-term interest rates have been in double-digits almost throughout the period. Ask a Dane if there is beef in an ERM-burger.

Goals for London's stock exchange

From Mr Andrew Hugh Smith. Sir, You state (leader, November 3) that the International Stock Exchange's recently announced proposals for its primary markets, particularly as they bear on companies not qualifying for listing, will in some unexplained way suppress domestic competition. While the quotations committee proposes to broaden the franchise of the ISM (unlisted securities market), its proposals in no way prevent other organisations raising capital for companies which are not

eligible or are unwilling to join the ISM. Indeed, there is a very flourishing development and venture capital market in the UK. Any organisation that has raised capital for such a company is able to make a market in its shares if authorised under the Financial Services Act: failing this it can normally arrange for shareholders to use the trading facility available through any member firm under Rule 535.2. The cost of stock exchange regulation is not normally

cited as a factor in deciding whether or not to join its markets. For a typical USM company, the fee paid to the stock exchange will be a very small percentage of the total expenses of joining the market. Also, your implication that the stock exchange is proposing a reduction of standards to capture trading volume is entirely mistaken. The stock exchange believes that the secondary market is sustained by the quality of primary market regulation, not the reverse. The proposals are designed to

preserve important standards, especially in regard to financial information. As David Waller points out (FT, October 19), there is as yet little consistency in Europe on such requirements. The proposals, when implemented, will facilitate access to markets fully regulated by the stock exchange for a wider range of companies, UK and overseas, than is at present the case. Andrew Hugh Smith, Chairman, The Stock Exchange, London EC3

Chemical waste disposal in South Wales

From Mr D.F. Wheeler. Sir, Referring to Peter Marsh's article on the operations of our plant in Pontypool (November 1), I and several other senior Rechem managers spent many hours with Mr Marsh fully explaining the nature of our activities. It is therefore with some dismay that I find his article appears to give more credibility to the views of a very limited number of known and

uninformed protesters than to the overwhelming amount of scientific fact to which he was given unrestricted access. His dismissal of the Welsh Office findings because "some residents remain unconvinced" is indicative of the inordinately superficial treatment the article gives to a very serious environmental issue. How can anyone express concern over increasing global PCB (polychlorinated biphenyl)

contamination and at the same time apparently condone the practice of some developed nations which openly admit to landfilling such substances? It does not make sense nor does it, in my view, lend any credibility to the article. His comments in the final paragraph concerning planning permission for a new incinerator do not represent my views, nor was such an opinion ever expressed to him.

Peter Marsh was given and accepted free access to the plant. Our critics have been offered the same facility but with very few exceptions have rejected it. Is the Financial Times becoming the voice of "protest"? Surely not! D. F. Wheeler, Rechem International, Pontypool Industrial Estate, New Road, Pontypool, Gwent, Wales

The AA gave Trafford Park a very good quote.

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Britain rebuffs Delors report on the EMU

By Simon Holberton, Economics Staff, in London

THE BRITISH Government yesterday called for an evolutionary approach to European economic and monetary union...

In a paper published by the British Treasury to coincide with a parliamentary debate on EMU, the Government says that such a union should be built on the creation of a genuine single market...

It rejected the notion of a European central bank and common currency, and questioned whether monetary union required irrevocably fixed exchange rates...

In its rebuffing of the Delors report, the Treasury ironically has been forced to rely on the virtues of the EMS, of which Britain is still not a full member.

The Treasury offered a

vision of EMU based on competing monetary policies among the EMS membership. As such, it represented a call for maintaining the EMS as it is today, where the monetary policy of the West German Bundesbank is the benchmark...

Treasury plans derided as 'false alternative'

THE British Treasury's plan to let market forces drive EC states' monetary policies closer together was derided yesterday by European Commission officials...

They said the UK suggestion that "could evolve into a system of more-or-less fixed exchange rates" did not amount to monetary union. Officials argued that union had to mean at least "irrevocably fixed parities" between Community currencies...

Of the UK's two extra proposals to promote financial integration,

Commission officials say that they intend to propose action to lift remaining restrictions on the EC-wide use of Community currencies and flow of savings.

In addition, they claim that reducing transaction costs by promoting more efficient means of EC-wide payment and settlement misses the point of monetary union.

Mr Douglas Hurd, the UK Foreign Secretary, is to present the Treasury plan next Monday to his fellow EC foreign ministers.

They will also receive from a group chaired by the current French president of the EC Council a preparatory report for the crucial monetary debate at next

month's summit in Strasbourg.

The report contains a passing reference to the UK desire for discussion of alternative plans. French officials said yesterday, however, it may be that Britain has left too little time for its plan to be properly discussed before, or even at, Strasbourg.

What is clear is that UK Treasury approval of the way in which current "asymmetries" in the EMS put the burden of adjustment on weak, rather than strong, currencies will annoy France and Italy. It was precisely to remedy those asymmetries that Paris and Rome started pushing early last year for radical change in Europe's monetary arrangements.

A 'bridge' for Britain to its EC partners

Holland's outgoing finance minister talks to Laura Raun and David Buchan

MR Nigel Lawson, Britain's former Chancellor, is not the only European ex-finance minister whose tongue has been freed by resignation...

Mr Ruid Lubbers, the Dutch Prime Minister who is Mrs Margaret Thatcher's closest ally on the continent, will continue for a third term. However, Dutch fiscal, economic and monetary policies at home and abroad have been heavily shaped by Mr Ruiding...

The Hague closed its strong-money policy from that of West Germany, but is keener than Bonn in joining the Latin countries in moving beyond EMS towards full monetary union.

Mr Ruiding, like Mrs Thatcher, sees completion of the single Community market as "much more urgent" than designing EMU.

"Without the single market, you can throw the whole monetary union into the waste basket." And like Mrs Thatcher, Mr Ruiding defines that single market broadly to encompass free flow of capital and provision of financial services...

But Mr Ruiding warns that if the UK seeks to block progress toward EMU "we will of course go with the others" down the monetary union road. A key milestone

will come in mid-1990 when France and Italy have promised to lift their remaining exchange and capital controls.

"For me, together with the British, it's crucial first to see whether in July next year the others, the Latins, will sign on the dotted line and perform in the area of liberalising capital movements..."

"This is an old obligation from the Rome Treaty. They are way overdue. If they do (lift controls), then the Latins have a strong case. They can say: 'We have done our homework, now it's up to you, British, to join the EMS...' But if they do not do what they are supposed to do, what, then, is the entitlement to speak about further steps toward monetary union?"

Mr Ruiding explains that "procedure and timing" are the price for getting the British into both the current EMS and into the proposed inter-governmental conference (IGC) to negotiate later moves towards monetary union.

An IGC could start as early as autumn of 1990 if France gets its way. But a "badly prepared, premature conference would have an adverse effect, not only on the British, but also on others."

Mr Ruiding warns.



Onno Ruding

"But we should be pretty sure of the success of such a conference before it starts."

Mr Ruiding firmly rejects calls by French President Francois Mitterrand and European Commission President Jacques Delors for ratification of a new monetary treaty by the end of 1992. Such a commitment could put too much pressure on Britain, he explains.

For his cross-channel friends

Mr Ruiding has words of caution. He says it would be "silly to present too many obstacles or preconditions to the glorious moment of the pound sterling marching into Europe."

"You would be mistaken if you think that the entry of sterling into the EMS is a great present to the whole of Europe and a great sacrifice to the UK. If that were the case, I would say don't do it. My argument has always been that it is also in the interest of the UK itself."

The more serious warning, however, is that the Dutch won't pay any price to suit the UK. "We are not prepared to be blocked by our British friends... it would be unacceptable for us to follow the British in saying that monetary union is only possible with Twelve."

Mr Ruiding believes that "the British see they are really isolated, they will be willing to give in." But he admits that if it comes to come to the crunch the UK might have allies other than the Dutch.

"Don't underestimate the importance of the differences of opinion in Germany," he notes. "And Denmark has a minority government and reservations" about EMU.

Boeing in talks with Japanese over new wide-bodied airliner

By Paul Betts, Aerospace Correspondent, in London

BOEING, the world's largest commercial aircraft manufacturer, is discussing a range of possible relationships with Japanese and other international companies for the \$4bn development of a new wide-body passenger programme...

The Seattle-based company confirmed yesterday that it was holding preliminary negotiations with Kawasaki Heavy Industries, Mitsubishi Heavy Industries and Fuji Heavy Industries over the participation of the three Japanese "heavies" as risk-sharing partners in the development of its new Boeing 767X aircraft.

However, Boeing is also understood to have approached other international companies, including Aerialia, the Italian state aerospace group. Aerialia, like the three Japanese companies, is already co-operating as a risk-sharing partner in Boeing's current 767 programme involving medium-body twin-engine jetliners.

Between them, the three Japanese companies and Aerialia contributed about 30 per cent to the development of the current 767 series of aircraft. Aerialia's share was about 15 per cent with the three Japanese

Bush suffers setback over capital gains tax fight

By Peter Riddell, US Editor, in Washington

PRESIDENT George Bush yesterday suffered a serious political setback when Senate Republicans agreed to put off the fight for a cut in the US capital gains tax until next spring.

The delay has been forced because of successful blocking tactics by the majority Democratic group.

This move will end the stalemate which has held up legislation to raise the Federal deficit ceiling, needed by next Tuesday to avoid a default by the US Government, and which has delayed a wide-ranging package of assistance for Poland and Hungary.

However, arguments remain between the Bush Administration and the Democratic-controlled Congress over legislation to reduce the Budget deficit and reverse the across-the-board cuts in spending which were implemented two weeks ago.

President Bush has put a high political priority on securing an early cut in capital gains tax, and although he won the backing of the House of Representatives, a reduction has been blocked in the Senate in an increasingly bitter battle which has held up other legislation.

Paris, Bonn split over pace of EMU

Continued from Page 1

quickly as possible to take sterling into the EMS exchange rate mechanism and those, led by Prime Minister Margaret Thatcher, who wants a much more extended, if not indefinite, timetable.

Senior ministers yesterday, however, were suggesting that Mr Major, Sir Geoffrey Howe, the Deputy Prime Minister, and Mr Douglas Hurd, the Foreign Secretary, aimed to establish a new framework based on a "positive" interpretation of the commitment given at the Madrid summit in June.

Mr Major yesterday restated the conditions for entry laid down at Madrid but in a tone which appeared markedly more enthusiastic than that adopted by Mrs Thatcher.

The ministers acknowledged that the Prime Minister - backed by a handful of senior ministers - had not modified her long-standing hostility to the EMU. Her concern is that British membership will lead it on inexorably to stages two and three of the Delors plan.

One Europe, one advertising campaign?

This week, The Economist raises some questions about the potential of pan-European marketing.

Will the French ever buy the same brands of food as the Germans?

Will the Italians ever wear the same suits as the English?

In short, will the popular tastes and cultures of 320 million Europeans converge overnight on the eve of 1992?

History suggests they won't. Whatever makes the advertisers think otherwise?

Jaguar returns to captivity

The end of the Jaguar affair, however abrupt, will leave most of the participants broadly satisfied.

It said that the forces unleashed by stage one of the Delors report - the creation of a single market in Europe and participation in the EMS by all EC members - would reshape all economies along new European lines.

They have everything to fear if Meggitt pulls out, in the light of USH's dismal profit record. So yesterday's statement from USH appears to present the opportunity for an acceptable compromise - Meggitt could declare the bid unconditional as to acceptances and then USH could reveal the detailed financial information the predator requires.

But Meggitt seems most likely to press ahead, doubtless in the hope that the worse USH's figures appear now, the better the prospects for profits growth after a period of rationalisation.

William Low With its bungled bid for Budget still a recent memory, the Dundee-based food retailer William Low was tempting fate with its brave talk yesterday about going after some of Isoco's/Gateway's stores in Scotland and northern England.

Low's annual results were excellent: operating margins up sharply at close to 6 per cent, and pre-tax profits more than 50 per cent higher at nearly £16m. It has shareholders' funds though of just £83m; and since Low's net gearing is already expected to reach 25 per cent at the end of this year, because of store openings, a large deal with Isoco's could send it clear through the 100 per cent mark.

If that happened, and Low bit off more than its management could mess up the good work it has done since the mid-1980s. Earnings per share have been growing at more than 20 per cent per annum; and the source of this has been a well-executed strategy of adding new selling space in larger units at a rate of 100,000 square feet a year, and pushing southwards into England. In local markets, too, Low appears to be more than holding its own against its much larger rivals such as Safeway.

With a market capitalisation just one-twentieth the size of Tesco's, Low admittedly looks too small a unit, especially in a food retailing industry growing more capital intensive under the twin demands of product research, and point-of-sale technology. It would be sad, though, to see Low overstrain itself and find itself in a shotgun wedding with a larger partner.

Meggitt/USH For a company involved in the defence business, USH's attempts to starve off Meggitt have hardly been an advert for its products. Its plans to sell a US subsidiary were blocked by the regulators. Its final defence document revealed £17m of write-offs at its Taunton plant.

Small wonder that Meggitt wants to cast a careful eye over the figures before it goes through with the bid: it has the salutary example of Ferranti to consider.

USH shareholders have voted with their feet by accepting an offer their board


Table with 4 columns: City, Country, High, Low, Change. Includes London, New York, Tokyo, etc.

World weather section with various weather reports for different regions.

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INSIDE
USH offers terms for surrender

United Scientific Holdings, the UK defence contractor, said yesterday that it was prepared to recommend the £104m takeover bid from Meggit to its shareholders — but only if the specialist engineering group declared its offer unconditional as to acceptances. Andrew Boulger reports on the latest moves in the bid battle that has been raging since September. Page 24.

Bitter blow to the sweet-toothed

The Pakistani with a sweet tooth has a problem. The cost of satisfying his craving has risen 40 per cent since the summer. Why this should be a source of debate between the trade and the Government, the trade says there is simply not enough sugar to go around; that, while production totals 1.855m tonnes, there is demand for about 2m tonnes. But Prime Minister Mrs Benazir Bhutto believes an artificial shortage has been created by hoarders seeking to force up prices. Christina Lamb reports. Page 32

Worries below the surface
This week's unexpected news that the West German stock exchange turnover tax was to be repealed early may have given a boost to the morale of those involved in the market. But it is only a fortnight since German share prices were particularly badly hit in the wake of the sharp fall on Wall Street. And bruised private investors, embarrassed stock exchange officials and impatient bankers are still pondering the why and the how of those events writes Andrew Fisher. Page 23

Unlikely success in dark world
In many ways Martin Taylor (left) is an improbable person to be running one of Europe's biggest textile groups. His looks much too young to be the chief executive of a publicly-quoted company with sales of almost £1bn and a workforce of 31,000. And his background — Ebon, Oxford and an early career as a journalist — is incongruous in the dark, satanic world of textiles. Alice Rawsthorn looks at the man who after three years as a director of International Industrial Group Obercaus is preparing for a new challenge. Page 25

Shut out of the action
This year's bull market on Istanbul's tiny stock exchange has prompted a rapid growth in interest from small traders and businessmen and, even though the bulk of trading is institutional, new investors are flocking in in parcels above 1,000 shares. None the less, small shareholders are being shut out of the bourse's trading floor under a graded-entry system favouring high-volume investors. Jim Bodgener reports on reaction to the move. Page 44

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Chief price changes yesterday

FRANKFURT (DEM)		PARIS (FFP)	
Value	%	Value	%
Baseloid	690 + 40	Esator	2280 + 128
Deutsche	533 + 5	Esator	2400 + 78
MAN	340 - 11	Esator	377 + 18
Norfor	318 - 7	Esator	465 + 18
Schering	70.5 - 16	Esator	5000 - 80
Volkswagen	701.5 - 10.3	Esator	365 - 14

NEW YORK (US)		TOKYO (Yen)	
Value	%	Value	%
Alcoa	-17.7 + 3	Asahi	6010 + 500
IBM	115.25 + 1.75	Daikin	1010 + 101
Compaq	85.5 - 18.5	Daikin	2450 + 275
Comp/Assoc Int	11.25 + 5	Daikin	1440 + 140
Eastman Kodak	115.25 + 1.75	Daikin	1440 + 140
Jaysor	12.5 - 1	Daikin	1680 - 80
Rastar Power	80.5 + 1	Daikin	1680 - 80

LONDON (Pence)		Paris	
Value	%	Value	%
Asahi	334 + 7	Brit. Aero	533 - 14
GR Indag.	135 + 18	Brit. Aero	547 - 12
Genesee	1428 + 26	Brit. Telecom	250 + 45
Guernsey	608 + 11	Esator	533 - 17
Law (Wm)	306 + 10	Jaysor	829 - 50
Schell & S	218 + 17	STC	277 - 8
Sun Life	1185 + 17	UnidScientific	124 - 3
Ultramer	327 + 8	Victoria	216 - 8
Warburg (G.S.)	443 + 8		

KLM halves its NWA stake in pact with US

By Laura Raun in Amsterdam

KLM Royal Dutch Airlines will more than halve its 57 per cent equity stake in NWA, parent of Northwest Airlines, to 21 per cent in line with US Government demands.

The \$400m stake will be slashed to \$150m by September 1990 under an accord with the Department of Transportation, KLM said yesterday. The department had opposed the Dutch flag-carrier's acquisition of too much control over the US airline through an international consortium that bought NWA in September.

The Wings consortium, headed by Mr Al Checchi, the Los Angeles investor, took over NWA in September for \$5.5bn, of which \$700m was equity. Since then British Airways has dropped its bid for UAL, parent company of United Airlines, another US carrier.

KLM will keep its one seat on

the NWA board of directors, although the representative is forbidden from participating in decisions affecting US national security or airline politics. Planned co-operation between KLM and Northwest, such as on Pacific routes, will continue, KLM said.

The Dutch airline added that no decision had yet been made about who — inside or outside Wings — might buy the shares it plans to sell. But KLM denied it would suffer a loss on the sale, as some analysts have suggested.

KLM is still negotiating with the department about its 4.9 per cent voting stake in Wings, a stake which is considered separate from its equity stake in NWA.

Meanwhile, KLM said that heavier finance charges arising in part from the NWA takeover cut into its second-quarter earnings, which fell 10 per cent to

Fl162.3m (\$81.1m) from Fl180.3m a year earlier. Six new aircraft that were delivered in the second quarter also sent financial costs up to Fl31.5m from Fl12.7m.

Another factor in the decline was the virtual lack of profits on aircraft sales compared with a Fl28.3m gain in the year-earlier period. Revenue rose 7 per cent to Fl1.51bn from Fl1.41bn. In the first half, net income soared 37 per cent to Fl392.4m from Fl128.5m, fuelled by an extraordinary gain on the sale of XP systems. Turnover increased 8 per cent to Fl1.87bn from Fl1.65bn.

KLM also said yesterday it had agreed in principle to sell 75 per cent of its current 100 per cent stake in the Golden Tulip International group of hotels for an undisclosed sum.

The stake will be sold to Multi Development and Ravast Beheer, both of the Netherlands.

Losses for US mini computer makers

By Louise Kehoe in San Francisco

PRIME Computer and Data General, the mini computer manufacturers, yesterday reported heavy losses, reflecting important restructuring efforts aimed at adjusting to industry-wide trends that have squeezed their traditional markets.

Wang Laboratories, once one of Wall Street's favourite computer shares but now suffering from serious financial problems, is about to announce a large cut-back in its operations, including a workforce reduction of about 3,500, roughly 10 per cent of its workforce.

The mini computer manufacturers are under pressure in the face of advancing microcomputer technology that has raised the performance of personal computers and computer workstations.

They also face a challenge from "open system" computing — computers that run industry-standard software rather than the proprietary systems upon which their businesses have been based.

Richard Miller, Wang's new chairman, is scheduled to make an announcement today. The company has already cut its workforce by 5,000 this year and has launched a programme to sell assets valued at \$900m, including the closure and sale of its plant in Scotland.

Prime Computer posted a third-quarter net loss of \$104.8m, or \$1.85 per share, after taking a pre-tax charge of \$130m. In the third quarter last year, Prime reported net income of \$11.7m, or 24 cents per share. Prime said that without the restructuring charge, its losses for the quarter would have been \$12.5m.

Total revenue for the quarter was \$357.9m compared with \$391.4m for the same quarter in 1988. Revenue and income continue to be affected by customer uncertainty created by the hostile takeover attempt by MAI Basic Four, Prime said.

Data General, which recently announced a realignment of its product line to incorporate "open systems", reported fourth-quarter net losses of \$84.1m, or \$2.85 per share including a restructuring charge of \$60m resulting from a company-wide consolidation.

Revenues for the fourth quarter fell to \$367.1m up from \$341.5m in the same period last year. Quarterly sales were the highest in the company's 21 years, officials said.

For the fiscal year, Data General recorded net losses of \$119.7m, compared with last year's losses of \$15.5m.



William Low (left) and Christopher Blake of William Low: Looking to the future after pulling out of the Budgens bid

William Low surprises City with 52% rise

By Maggie Urry in London

WILLIAM LOW, the Scottish-based food retailer which in April bid for Budgens, the south of England grocer, and then pulled out of the deal, surprised the City yesterday with annual results much better than analysts had been expecting.

Pre-tax profits for the year to September 2 rose by 52.9 per cent to £17.7m (\$35.5m). The share price rose 52 per cent.

In the figures was a £2.7m extraordinary write-off relating to the Budgens bid. This included underwriting fees and a provision for the likely loss Low will take when it sells the 1m plus Budgens shares which it bought during the bid.

The directors refused to comment on whether Warburgs, the merchant bank which advised Low on the bid and which the Takeover Panel criticised in a report on the aborted bid, had waived its fee.

The company said it was "taking legal advice on all aspects of this complex and unusual situation and will take whatever action it considers to be in the best interests of shareholders." Shareholders include Sir Ron Brierley's IEP Securities, which has also been considering legal action. Budgens too has said it was considering seeking compensation over the affair, which cost it £282,000.

Mr James Millar, managing director, said the group was now in early discussions with Isocoles, the new owner of Gateway, to buy the 110 stores which form Gateway's Scottish and north of England business. Low has 64 stores at present.

Mr Millar would not say how much Low might say but said Isocoles was rumoured to be asking £250m or more for the stores. Low's shareholders' funds at the year-end stood at £38m. Mr Millar said that if the deal goes ahead "we will come to market with a package we know will go ahead without a hitch."

Mr Harvie Findlay, finance director, said that behind the profit gain was sales volume growth of 7.9 per cent in like-for-like stores, which helped operating margins increase from 4.5 to 5.8 per cent.

Group sales were 14.8 per cent up at £394.5m. New stores net of closures contributed 2.9 per cent and inflation was 4 per cent.

Mr Findlay said that new stores took three to five years to reach their full potential and that 40 per cent of the group's sales area was under three years old following the acceleration of the group's development programme since 1986. This meant there was still potential for more improvement.

Mr Christopher Blake, chairman, said that although Low was a regional chain, this did not mean it was not a national food retailer. It could not compete with the national food retailers. "In our region we meet the so-called majors head on and we do so successfully," he said.

The group is continuing to spend on new stores and a new distribution depot. Capital expenditure last year was £13m and this is expected to rise to £20m this year. The balance sheet had net debt of £7.9m at the year end.

A final dividend of 4.4p, up 14.8 per cent, is proposed to give a total of 6.5p, also a 14.8 per cent rise. Fully diluted earnings per share rose 24.4 per cent to 22.5p.

Mr Alain Gomez, the ex-paratrooper who has masterminded the revival of Thomson, the former ailing French state-controlled defence and electronics company, has had a spate of explaining to do this week.

He has just arranged a deal received as a triumph by his supporters and a shame by one very large lilybird suitor.

The partners in the more than FF80m (\$80m) share swap were the precociously successful finance division of Thomson CSF, the quoted 60 per cent-owned subsidiary of the state-owned Thomson group and Credit Lyonnais, France's second largest government-owned bank.

It is the first such link between a large French industrial company and a bank, one presented by Thomson CSF as a way of giving it the same financial security that its Japanese and West German competitors enjoy through their traditionally close ties with bank shareholders.

It has provided a spicy insight into the high politics behind the management of France's state-owned sector. In addition, it is a telling illustration of the financial straightjacket buckled on to French state-owned companies — especially banks — by the refusal of Mr Francois Mitterrand, the President, to countenance any change in the balance of state and private ownership across the public sector.

The disappointed suitor in the transaction is Banque Nationale de Paris (BNP), the largest state-owned bank, which did not realign its balance of state and private ownership until its directors read of Thomson CSF's plans in the French press. It felt it could outbid Credit Lyonnais for Thomson CSF Finance, whose team of 140 professionals happen to constitute France's most successful treasury bank as well as a source of capital at a time when French state-owned banks are scrambling to meet new international adequacy requirements.

But by then, to BNP's fury, it was too late. Thomson CSF and Credit Lyonnais had already completed the deal. Worse, its attempt to get in on the act was immediately stamped on by Mr Pierre Bérégovoy, the French Finance Minister, a sharp reminder of the limits on French state-owned businesses' freedom to compete against each other.

Under the deal, the fruit of nine months' secret negotiation between Mr Gomez and Mr Jean-Yves Haberer, chairman of Credit Lyonnais, the bank will take an initial 50.1 per cent of Thomson CSF Finance, which it plans to build up to 60 per cent over three years. In return for this initial stake, which Credit Lyonnais will put into his books as FF5.2bn worth of new shares, the bank will issue new shares to Thomson CSF worth 14 per cent of the bank's enlarged capital. The bank will pay for the rest in negotiable securities, which Thomson CSF will sell in order to



Alain Gomez: dismisses fears about finance arm's loss

Juggling act puts Gomez on the spot

William Dawkins looks at the background to Thomson CSF's deal with Credit Lyonnais

strengthen its own financial resources.

Nobody doubts that Thomson CSF needs all the big bank backing and the capital it can get. One reason it needs money is to fulfil its ambitions of building a pan-European network of defence electronics companies. Earlier this year, it spent an estimated \$300m on buying most of the defence interests of Philips, the Dutch electronics group.

Now, the parent company is considering with British Aerospace bidding for Ferranti, the troubled UK defence electronics group. The need for a solid source of financing was illustrated at the beginning of this year when Thomson wanted to get involved in the takeover of Plessey, another UK electronics group, but was outmanoeuvred by faster-moving players with greater financial resources, such as General Electric of the US and Siemens of West Germany.

At the same time, the parent group has other ambitious and costly plans, including ploughing FF1bn a year into developing its first high-definition televisions. SGS-Thomson, its 50-50 joint venture in semiconductor, will also need funds if it is to develop the next generation of microchips and improve its competitive position with regard to large Japanese and US firms.

Initially, Thomson CSF's shares reacted badly to the deal with Credit Lyonnais, falling FF15.5 the day after the announcement, from FF194.50 to FF179. They have since recovered slightly to close at FF185.6 on Tuesday, before France closed for a public holiday.

There are several reasons for investors' unease, and why Mr Gomez faces the task of explaining the sense of it. One is the suspicion that the company might have got a better deal with

Kodak earnings drop sharply

By Roderick Oram in New York

EASTMAN KODAK has reported sharply lower third-quarter earnings, reflecting a plunge into losses by its information systems business and flat performances from its other segments.

It also warned that it expects to report "substantial restructuring costs" in the fourth quarter if plans which are under discussion are finalised.

It had already taken \$350m of such charges in the second quarter.

Kodak had announced in August it was seeking to cut its workforce by 4,500 and sell or consolidate some 20 ailing businesses. The plans amount to its fourth restructuring in six years as it tries to contain costs and better focus its businesses.

Net profits for the third quarter

fell to \$329m, or \$1.02 a share, from \$455m, or \$1.35. The latest result was weaker than Wall Street expected and the stock fell \$2 to \$42. Sales crept ahead to \$3.11bn from \$3.03bn.

Operating profits fell 15 per cent to \$776m from \$914m. Information systems swung to a loss of \$6m from a profit of \$97m and its imaging segment, including its core photographic business, slipped to \$434m from \$465m.

Health care and chemicals were flat at \$163m and \$18m respectively.

The company attributed the downturn to higher operating costs and the adverse effects of foreign exchange rates. "The productivity issue and rates of return on the business are being addressed aggressively," said Mr

Colby Chandler, chairman.

But it gave no detailed reasons for the poor performances of each of its four major business segments.

Worldwide imaging sales grew by 2 per cent in the quarter to \$2bn, of which US sales were flat at \$844m. Worldwide information segment sales were flat at \$1.12bn of which the US contribution slipped 3 per cent to \$750m. Healthcare sales edged up to \$1.06bn from \$1.05bn and chemical sales increased 6 per cent to \$1.05bn.

For the first nine months of the year net profits fell to \$689m, or \$1.55, including the second quarter pre-tax restructuring charge of \$55m, from \$1.05bn, or \$2.35. Sales edged ahead to \$13.5bn from \$12.5bn.

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INTERNATIONAL COMPANIES AND FINANCE

Market wary as Steinberg seeks stake in UAL

By Roderick Oram in New York

MR SAUL STEINBERG, the New York investor, is to take a stake in UAL, raising interest on Wall Street in the role he might play in the parent company of United Airlines.

UAL's stock rose briefly yesterday morning but fell back to stand unchanged at \$177 by early afternoon as takeover speculators considered the financial and other hurdles facing any fresh efforts to buy the company. Mr Steinberg had no comment on his plans.

Once a noted raider, Mr Steinberg has taken a lower profile in recent years. He is a friend of Mr Stephen Wolf, UAL's chairman who failed last month to arrange a \$300 a share, \$1.8bn buy-out with the help of the airline's pilots and British Airways.

Reliance Group Holdings, Mr Steinberg's main investment vehicle, said it was seeking regulatory approval to buy more than 15 per cent of UAL. Speculation of a Steinberg role surfaced in January following news that Reliance had taken a small stake in UAL in its latest regulatory filing. Reliance said it had cut its stake from around 7 per cent to 4.7 per cent during September.

It sold the shares at prices between \$281.95 and \$292.91, the peak before Mr Wolf's group announced its intention to finance a buy-out. The news halved UAL's share price, triggering a mini-crash of the stock market.

It is widely believed that Reliance has subsequently reduced its stake to nearly zero, a move which has cooled the market about Mr Steinberg's true intentions.

Mr Steinberg's interest in UAL drew a cool response from the company's unions in January, indicating he would find it hard to win their support for another buy-out attempt. Mr Wolf assured the UAL board last week that he would concentrate once again on running the company.

American International ahead despite hurricane

By James Buchan in New York

AMERICAN International Group, the US insurance company, yesterday reported a 19 per cent rise in after-tax profits for the third quarter and predicted that depressed prices for commercial insurance in the US would strengthen.

The New York-based company, which has long been the most profitable large insurer because of its specialised business and widespread overseas offices, said yesterday its earnings for the third quarter were \$328.8m or \$1.96 a share, compared with \$272.5m or \$1.66 in the 1988 third quarter.

Revenues rose 9 per cent to \$3.5bn. The strong result, which was better than Wall Street had expected, came in spite of \$46m net losses from Hurricane

Hugo, which swept through the Carolinas in late September.

The reserves against Hugo caused American International to suffer a small underwriting loss in its general insurance business, with a ratio of claims and expenses to premiums of 100.72.

But investment income from general insurance rose 16 per cent in the quarter to \$242.0m which easily covered the loss. The quarter's result brought net income for the first nine months to \$1.0bn or \$6.18, up 16 per cent on the first nine months of 1988, on a 10 per cent rise in revenues to \$10.4bn.

Mr R.R. Greenberg, American International's chairman, said commercial insurance rates had been strengthening even before Hugo and the San Francisco earthquake last month caused big losses to the industry.

He said: "The latest catastrophes have simply hastened the timetable for and, to some extent, the amount of required increases in virtually all commercial classes of insurance. In addition, inflationary pressures on loss costs in a number of classes have mandated the need for increased rates."

Mr Greenberg said it was too early to estimate the company's losses from the earthquake, which will be charged to fourth-quarter earnings. He said he did not expect a "significant" effect on net income.

Demand for ships boosts Japanese industry

By Robert Thomson in Tokyo

JAPANESE heavy industrial companies have reported improved first-half results, partly reflecting the turnaround in the shipbuilding industry, which has been under the control of a government-managed recovery plan but has been revived by strong demand for new ships.

Mitsubishi Heavy Industries (MHI) reported pre-tax profit of ¥83.25bn (\$642m), up 79 per cent, on a 29 per cent rise in sales to ¥1,011bn for the half-year after strong sales of power systems, machinery, aircraft and special vehicles.

Sales of ships and other steel structures, which now account for only 13 per cent of revenue, rose 31 per cent. Ishikawajima-Harima Heavy Industries (IHI), the second largest shipbuilder, reported a 35.3 per cent increase in net profit to ¥78.5bn (\$614m), on a marginal increase in sales, which rose from ¥727.1bn to ¥783.5 for the six-month period.

The company has shifted its emphasis away from ships to land machinery and plant, but expects that sales for the year will fall by 2.5 per cent because no orders have been received for power plant construction. Despite the sales fall, IHI's profit for the year to end-March is expected to increase 5.5 per cent to ¥14bn. Sales are strongest this year in conveyor systems, compressors and ship repairs.

Kawasaki Heavy Industries (KHI), the core company of the Kawasaki group, announced a 64 per cent rise in pre-tax profit to ¥6bn on sales of ¥342.2bn, up from ¥310.8bn for the same period last year. The company, which reported a loss in 1987, expects a profit for the full year of ¥16bn, up from ¥13.7bn.

Hitschi Zosen, which is also diversifying its interests to reduce reliance on shipbuilding, reported a 36.4 per cent fall in its pre-tax loss to ¥6.72bn, although total sales for the period were ¥1.04 per cent to ¥133.6bn. Shipbuilding sales increased by 16.3 per cent, but land machinery sales fell by 14.1 per cent. The company expects to report a profit for the full year to end-March for the first time in four years and predicts that total sales will be about ¥270bn, an 18.5 per cent increase on the previous year.

Mitsubishi Engineering and Shipbuilding reported first-half pre-tax profits of ¥4.89bn, or ¥24.45 a share, up from ¥1.3bn, but this included a ¥24.5bn gain from securities sales, without which there was a loss equal to ¥8.83 a share. Sales rose by 25.3 per cent to ¥78.01bn, from ¥62.24bn a year earlier.

Tokyo court approves Sanko bail-out plan

By Robert Thomson in Tokyo

THE PAINFUL passage through bankruptcy of Sanko Steamship, once the world's largest tanker operator, has virtually ended, with a Japanese court approving a rehabilitation plan that absolves the company of 62.4 per cent of its debts and formally allows a reorganised Sanko to trade.

Sanko, the largest company to collapse in post-war Japan, owed ¥955.8bn (\$4.8bn), but will repay ¥45.8bn to its creditors over 15 years under the plan. The Tokyo District Court approved earlier this week, and which has been crafted with the approval of the line's three main bankers, Daiwa Bank, Tokai Bank, and the Long-Term Credit Bank of Japan.

The collapse of the maverick subsidiary due for flotation on the Kuala Lumpur market in two months, is expecting a 10 per cent rise in pre-tax profit to 57m ringgit (US\$35m) for the year to December. Sales are expected to top 800m ringgit, compared with 771m ringgit last year.

Nesmal is issuing 21m shares out of its 235m paid-up shares, at 5.20 ringgit each, the company said. With projected gross earnings of 37.7 sen (Malaysian cents), Nesmal's multiple will be 14 times. This is above the Government's securities issue guideline of a PE multiple

MIM revives stalled issue of Highlands Gold mine

By Chris Sherwell in Sydney

MIM, the Brisbane-based international resources group, yesterday revived its stalled flotation of Highlands Gold, its Papua New Guinea mining company which is anchored to the rich Porgera gold mine.

The flotation involves concurrent share offerings to MIM shareholders and residents of Papua New Guinea, plus the issue of further shares to MIM so that it finishes with 65 per cent of the newly listed company.

With a total of 658m shares outstanding, Highlands Gold will have a market capitalisation of Kina 282.5m, or A\$423m (US\$352.5m), on the basis of an issue price of Kina 0.50 per share. The float itself will raise the issue of 195m shares, raising Kina 97m (A\$189m).

Highlands Gold's major interest is a 30 per cent stake in the Porgera gold project in the central highlands. Widely recognised as one of the world's richest deposits, it is expected to yield 800,000 ounces of gold per year in its first six years of production after late 1990.

The mine's operator is Placer Pacific, which also has a 30 per cent stake. Benison Goldfields, part of the Hanson group's Consolidated Goldfields, has another 30 per cent, while the Papua New Guinea Government owns the remaining 10 per cent.

MIM says Highlands Gold, which will be listed in Australia, also has interests in a chrome-nickel-cobalt deposit at Ramu, a copper-gold deposit at Fridea River and several prospective gold exploration properties. In addition it operates local analytical laboratories. Under the terms of the offering announced yesterday by

Sir Bruce Watson, chairman, MIM shareholders and holders of MIM conversion bonds will be entitled to one Highlands Gold share for every eight MIM shares they directly own or would hold after conversion.

This will entail the issue of almost 170m shares. Another 26m will go to Papua New Guinea citizens and residents. The funds raised will be used to fund part of the company's share of Porgera's development costs and repay debt to other MIM companies, as well as fund further exploration.

MIM first announced the float of Highlands Gold in October 1986, but it was shelved when it ran into complications with the Port Moresby Government. After receiving the go-ahead in October 1987, it then had to be postponed in the wake of the worldwide share market crash.

following the Bicentennial celebrations and Expo '88. "It was a clear indication of the problems facing the Australian tourist industry, both from a domestic and international perspective," Mr Harris said.

News of Australia's weakened performance follows an announcement by TNT earlier this week that it suffered a 70 per cent plunge in after-tax profits in the three months to September as a result of the pilots' dispute. TNT jointly owns Ansett Airlines, Australia's principal competitor on domestic routes, with Mr Rupert Murdoch's News group.

Strike hurting Australian Air

By Chris Sherwell in Sydney

AUSTRALIAN AIRLINES, the state-owned domestic carrier, warned yesterday it was suffering "substantial" losses because of the continuing domestic pilots' dispute and these would have a "major impact" on its results for the current year.

He was commenting on the airline's profit for the year to end-March, which showed a strong 80 per cent increase in after-tax operating profit to A\$66.1m (US\$51.2m) on revenues of A\$1.4bn, up 23 per cent. Extraordinary profits of A\$4.2m took the bottom-line figure to A\$70.4m, up 50 per cent.

Ted Harris, chairman, insisted that the airline would emerge from the dispute in a healthy position. But he drew attention to a decline in passenger demand already under way before the dispute began in August.

The airline, he said, carried 600,000 fewer passengers in the second half compared with the first half, resulting in second-half profits after tax of A\$24.6m compared with first-half profits of A\$45.7m. The trend reflected a downturn in the number of inbound and domestic leisure travellers

Nippon Oil profits dip

By Our Financial Staff

NIPPON OIL, Japan's largest distributor of petroleum products, has reported unconsolidated pre-tax profits in the first half which ended September 30 of ¥9bn (\$63.2m), from ¥14.45bn a year earlier, a slide of 37.6 per cent. Sales, on the other hand, rose 7.2 per cent to ¥843.72bn, from ¥787.32bn.

Net income fell by 29.7 per cent to ¥4.74bn, or ¥3.92 per share, from ¥6.79bn, or ¥5.64 a share. Nippon Oil said the plunges in the pre-tax and net earnings category reflected higher petroleum product costs stirred by sluffing crude oil prices which outstripped returns from domestic sales prices.

In the full fiscal year ending March 31 next year Nippon Oil predicts that overall sales will total ¥1,840bn, up from ¥1,667bn in the prior full fiscal year. Pre-tax profit is seen at ¥30.0bn, up from ¥28.5bn. Net income is pegged at ¥15.0bn, down from ¥17.38bn.

Mitsubishi Motors, Japan's fourth-largest car maker, has reported a 54.3 per cent surge in net earnings in the first half, ending September 30, to ¥9.32bn yen, or ¥12.05 a share, from ¥6.04bn, or ¥7.59 a share, on record sales up by 3.9 per cent to ¥942.93bn, from ¥908.49bn in the same period last year.

Afol increases sales by 20%

By Jim Jones in Johannesburg

ASSOCIATED FURNITURE (Afol), the South African furniture manufacturer, has taken a gloomy view of immediate prospects as consumer demand for durables becomes increasingly affected by the Government's austerity measures.

Sales in the six months to September 30 were 20 per cent higher than in the corresponding period of 1988, when factory operations were disrupted by strikes.

The interim turnover was lifted to R356m (R177m) from R298m in the year-to-date period. The operating trading profit before dividend income and tax was R128m (R64m), up from R30.9m from R24.8m and the first half's pre-tax profit was R26.9m against R24.3m. For the last financial year as a whole turnover was R580m, the operating profit was R48.2m and the pre-tax profit was R43.5m. Interim earnings increased to 105.4 cents a share from 90.1 cents.

Nesmal sees 10% growth

By Lim Siong Hoon in Kuala Lumpur

NESMAL, Nestlé's Malaysian subsidiary due for flotation on the Kuala Lumpur market in two months, is expecting a 10 per cent rise in pre-tax profit to 57m ringgit (US\$35m) for the year to December.

Sales are expected to top 800m ringgit, compared with 771m ringgit last year. Nesmal is issuing 21m shares out of its 235m paid-up shares, at 5.20 ringgit each, the company said. With projected gross earnings of 37.7 sen (Malaysian cents), Nesmal's multiple will be 14 times. This is above the Government's securities issue guideline of a PE multiple

range of 5 to 11 used to determine listing prices for manufacturers.

"It shows that the Government is bending backwards to accommodate the company," said a senior stockbroker. Nesmal reported net assets of 318m ringgit after accounting for goodwill of nearly 36m ringgit. Net tangible assets came to 134 ringgit a share. Nesmal's projected net dividend for the year will amount to 50m ringgit. But final gross yield will be below 1 per cent under the restructured equity. Next year's dividend payout is expected to be 10 per cent higher, at 55m ringgit on a pre-tax profit of 107m ringgit.

£150,000,000 Bristol & West Building Society Floating Rate Notes due 1994. For the three month interest period November 2, 1989 to February 2, 1990, the rate has been determined at 15%. The interest payable on the relevant interest date February 2, 1990 will be £367.53 per £10,000 and £3,675.34 per £100,000 in bearer form. By: The Chase Manhattan Bank, N.A., London, Agent Bank, November 3, 1989

Compaq warns of income fall

By Louise Kehoe in San Francisco

COMPAQ COMPUTER'S stock price plummeted more than 15 per cent to \$89.4 from \$106 in heavy early trading on the New York Stock Exchange yesterday when the personal computer manufacturer said it expected fourth-quarter earnings to be below those of last year's, and below analysts' projections of \$2 to \$3.06 per share.

Fourth-quarter net earnings last year were \$91.9m, or \$2.18 a share, on sales of \$697.7m. Mr Rod Canion, Compaq president and chief executive, said: "October sales came in about 10 per cent below our expectations, leading us to

believe that the results of our fourth quarter would not meet analysts' expectations. Sales for the full fourth quarter, however, are still expected to grow 15 to 20 per cent over the previous year."

"We believe our overall performance will be consistent with the company's long-range objective of 8 to 10 per cent profit after tax."

Mr Canion attributed the lower sales to a "slowing growth rate of the US market, limited availability of new products in the quarter, and continued uncertainty surrounding the availability of fully-functional 486 chips."

Last week Compaq revealed it had discovered flaws in the new Intel 486 microprocessor chip it plans to use in a new high-performance personal computer which is expected to be introduced next week. The announcement raised concerns about delayed shipment of the new computers.

Mr Canion continued to be optimistic about prospects next year, based upon the strength of new products introduced during the current quarter as well as a significant number of products that the company planned to launch in 1990.

Akzo raises third-quarter earnings 8%

By Laura Raun in Amsterdam

AKZO, the biggest Dutch chemical company, reported an 8 per cent higher earnings in its third quarter following improvements in all sectors, except for basic chemicals.

Net income rose to Fl 223.7m (\$107.8m) in the July-Septem-

ber period from Fl 206.3m a year earlier on wider margins although the third quarter was flat at Fl 15.17, compared with Fl 15.13 last year.

Mr Syb Bergema, chief financial officer, said the increase was the result of higher volume, firmer prices, better product mix and acquisitions.

In the third quarter Akzo's operating income climbed 16 per cent to Fl 410m after increases in all product sectors except chemicals, which plunged 19 per cent because of weaker selling prices for several basic chemicals, notably vinyl chloride.

Over the first nine months net income climbed 12 per cent to Fl 721.7m from Fl 642.8m. Per-share earnings edged up 4 per cent to Fl 16.67 from Fl 15.97. Revenue rose 13 per cent to Fl 13.87bn from Fl 12.29bn, fueled by foreign exchange movements.

Canada rethinks C\$2bn pulp and paper projects

By Robert Gibbens in Montreal

TWO BIG pulp and paper projects, together worth more than C\$2bn (US\$1.7bn), are being re-examined by the Canadian Government because of potential environmental risks.

Bringing the plants up to standard could increase their costs significantly. Federal and Alberta environmental experts are objecting to a planned C\$1.2bn bleached kraft pulp mill on the Athabasca river in northern Alberta because they are concerned that toxins in the effluent from the plant might create problems with drinking water for towns further downstream.

The project is in the advanced design stage and is controlled by Japan's Mitsubishi and Honsbu Paper through Alberta Pacific Forest Industries. Mitsubishi has undertaken to ensure the mill meets all current Federal and provincial standards.

At the same time, Repap Enterprises, the Canadian paper group, has delayed a C\$300m modernisation of its pulp mill in northern Manitoba until next spring, awaiting a provincial report on its effluent treatment systems.

This could delay its plans to invest a further C\$1bn in a second pulp mill and a paper machine. Repap has cutting rights on about 20 per cent of the area of Manitoba.

New Federal environmental standards for pulp and paper mills have been set for 1991, said the industry spending hundreds of millions on effluent treatment to conform with them. However, the rules may be tightened further after 1991 as equipment to measure toxic substances increases in efficiency.

Mr Jacques Bouchard, Federal Environment Minister, said in Ottawa the Alberta-Pacific mill was not acceptable without design changes. His officials had earlier told a public hearing in Alberta that the project was "unacceptable" in its present form.

Mr Bouchard said the Alberta Government had twice rejected the company's environmental impact studies and design changes were needed. Alberta Energy Inc. company, controlled by the Alberta Government, plans another big mill in the same area and faces the same problems.

The environmental issue has reached the political level because of heavy expansion planned to exploit northern Alberta's softwood and hardwood forests.

Most of the projects will go to Asia where paper usage is booming. However, world pulp prices have peaked and some analysts believe they will fall late next year as new world capacity comes in.

CAE instals new regime at troubled Link subsidiary

By Robert Gibbens

CAE INDUSTRIES, the world's largest commercial aircraft simulator maker, is putting in new management at its US Link military simulator subsidiary acquired last year for around US\$800m.

The Canadian group said a review had shown that Link was performing poorly. CAE has made special provisions totalling C\$95m (US\$86.9m) in its first half ended September 30 to cover programme-cost overruns and asset revaluation at Link.

The group's profit for the first half was C\$10.2m or 13 cents a share, down from C\$14.3m or 19 cents a year earlier on revenues of C\$526m, against C\$537m. The revenue increase was mainly due to inclusion of Link.

Power Financial, the financial services arm of Montreal financier Paul Desmarais's Power Corp of Canada, reports a 23 per cent gain in net profit for the third quarter to C\$49.3m (US\$42m), or 64 cents a share.

At the nine-month stage earnings went ahead to C\$149.8m or C\$1.66 a share. This compared with C\$119.9m or C\$1.32 a share in the same period last year.

Brascan, the holding company of the Toronto Bronfm family, felt the impact of lower resource earnings in the third quarter. Third-quarter net profit was C\$70.5m, or 73 cents, up 3 per cent from a year earlier, on revenues of C\$2.5bn, up 5 per cent.

Dairy Farm International Holdings Limited ("Dairy Farm") Notice to Holders of International Depositary Receipts ("IDRs") Representing Dairy Farm Convertible Cumulative Preference Shares of US\$1 ("Convertible Preference Shares") Issued by Banque Indosuez Luxembourg

THE KANSAI ELECTRIC POWER COMPANY, INCORPORATED Japanese Yen 40,000,000,000 Floating Rate Notes 1992 For the period 30th October, 1989 to 1st May, 1990 In accordance with the provisions of the Notes, notice is hereby given that the rate of interest has been fixed at 5.45 per cent per annum and that the interest payable on the relative interest payment date, 1st May, 1990 against Coupon No 5 will be ¥73,247 per ¥10,000,000 Note. The Industrial Bank of Japan, Limited Agent Bank

This announcement appears as a matter of record only October 1989 ESSELTE AKTIEBOLAG Issue of LUF 1,000,000,000 8¼ per cent. Bonds due 1994 Issue price: 101 per cent. Bank of Paris Luxembourg, Credit Europeen Societe Anonyme, Kredietbank S.A. Luxembourg, Banque Internationale à Luxembourg Societe Anonyme, Banque et Caisse d'Epargne de l'Etat Luxembourg, Aztec Bank (Luxembourg) S.A., Banque Manderup S.A. Luxembourg, Banque UCL Societe Anonyme, Svenska Handelsbanken S.A. Stockholm, Crédit Industriel d'Alsace et de Lorraine Luxembourg, Crédit Suisse (Luxembourg) S.A., Citicorp Bank (Luxembourg) S.A., Société Générale Abn-Amro de Banque Luxembourg, Copenhagen Handelsbank International S.A. Luxembourg, Crédit Lyonnais Luxembourg, Banque Nationale de Paris (Luxembourg) S.A., Skandinaviska Enskilda Banken (Luxembourg) S.A.

INTERNATIONAL COMPANIES AND FINANCE

NEWS IN BRIEF

Spain's National Securities Market Commission (CNMV) has recommended that the Spanish branch of the US brokerage house Drexel Burnham Lambert be fined Ptas6m (\$666,000) for alleged irregularities in the partial privatisation of Repsol, the state oil group, in last May, Remer reports.

The Commission said it had agreed at a meeting on Tuesday to propose the sanction five times the gross profits obtained from Drexel's intervention in the sale - to the Ministry of Economy.

The Commission said it was forwarding the case to the courts and added the proposed fine did not preclude possible legal action. The Commission had opened its investigation into Drexel after an investor complained shares had been bought and sold in his name without his knowledge.

Bank of Santander, the big Spanish banking group, yesterday reported a 27.1 per cent increase in net profits for the first nine months of 1989 to Ptas46.7bn (\$939m) from Ptas36.8bn a year earlier.

The bank's average total assets over the nine-month period were Ptas2,889.7bn, against Ptas2,097.5bn a year earlier. Mr Emilio Botin, chairman, said the diversification of the group's business base, both in Spain and abroad, contributed to the strong profits performance. He said: "Our recent collaborations with the Royal Bank of Scotland, Nomura Securities and Kemper Financial Companies should continue to provide us future opportunities for expansion."

Wibaker & Co, the West German trading company, said yesterday group sales edged up 1.3 per cent in the first six months of 1989 as the elimination of oil trading offset strong gains in other fields, AP-DJ reports.

Klockner, which last year was rescued from bankruptcy by Deutsche Bank, said yesterday DM709m (\$386m) in potential oil-trading losses, said turnover rose to DM5.7bn from DM5.6bn a year earlier. Deutsche Bank will sell the company to Viag and Bayernwerk at the end of the year.

Adjusted for the loss of oil trading operations and the transfer of heating technology activities to a joint venture with Swiss-based Eco-Looser, sales climbed 18 per cent.

Eagle Trust may curb shareholders' votes

By Philip Coggan

MR DAVID JAMES, the new chairman of Eagle Trust, the troubled UK mini-conglomerate, may attempt to disenfranchise up to 80 per cent of the group's shares before the annual general meeting, now due on December 12.

Eagle is the subject of an investigation by the Serious Fraud Office following the discovery of sums - at least £3.7m (\$21.6m) but probably substantially more - which could not be traced by the auditors.

Mr Malcolm Stockdale, Eagle's former chairman, sent out many notices - under Section 212 of the 1985 Companies Act - in an attempt to discover the beneficial owner of substantial share holdings in nominee accounts. "A considerable number of holders did not respond," says Mr James, and the company intends to disenfranchise such shares, representing over 10 per cent of the equity. Eagle is also investigating further holdings - about 20 per cent of the equity - and may yet attempt to disenfranchise those shares.

Mr John Ferriday, another former chairman of Eagle, has described in a newspaper interview how Eagle loans were used to finance the purchase of its own shares in late 1987. A warrant had been issued for the arrest of Mr Ferriday in connection with the affairs of a former Eagle subsidiary.

Dealings in the company's shares were suspended last May and since then shareholders have seen the arrival and departure of Mr Stockdale and the appointment of Mr James. Results for 1988 have not yet been produced, but Mr James hopes they may be ready for the group's annual meeting.

Mr James said a circular would be sent to shareholders on November 17, giving an account of the company's problems. At the meeting, at the National Motorcycle Museum in the West Midlands, he would set out in detail the prospects for the group and each of its subsidiaries.

Negotiations are proceeding with four subsidiaries on a management buy-out, but four other MBO proposals have been rejected.

As part of a plan to reduce Eagle's £28m debt, it plans to sell some properties.

The court ruled the issue was irregular, but refused to cancel it, as a group of small shareholders in LVMEH, associated with VIG, the Vuitton family holding headed by Mr Racamier, had demanded.

Financière Agache, Mr Arnault's holding company, welcomed the court's decision and said it hoped the way was now clear for LVMEH "to pursue its development in a renewed serenity."

LVMEH now expects to proceed on November 15 with a shareholders' meeting of Louis Vuitton, in which it owns 98 per cent.

VIG said the court decision, opened the way for further court action.

The decision succeeded, in any event, in thoroughly confusing the stockmarket. As the first word of the judgment emerged, LVMEH's shares, which had opened at FF4,895 (\$770), shot up to FF4,985, as brokers bet on the likelihood that Mr Arnault would have to buy more shares to strengthen his hold over the group. But the price rapidly settled again, ending at FF4,820, still some 1.7 per cent higher than the previous close.

Merchant Catia Pantaleo, who had been selling Benetton clothing since 1976, acted after a store also selling the Benetton label opened nearby.

Benetton claimed its agreement with Catia, which had been in force throughout the world were "licensing" agreements rather than franchises and implied no exclusivity.

AN Italian court has ruled in favour of the Benetton knitwear and clothing company in a case that could have significant consequences for the company's highly successful system of franchising, writes Sari Gilbert in Rome.

A magistrate in Lecce in southern Italy rejected a suit by a Lecce merchant who claimed the agreement with the big northern Italian company implied exclusive sales rights in the area.

The magistrate ruled that although the agreement constituted a genuine franchising relationship, the absence of any specific clauses meant there were no obligations regarding exclusivity.

Mixte gains permit to raise stake in Paribas

By George Graham in Paris

MR Pierre Berégovoy, the French finance minister, yesterday allowed Compagnie de Navigation Mixte to lift its stake in Paribas, the privatised investment banking group, above 10 per cent.

Navigation Mixte, the food-to-financial services conglomerate headed by Mr Marc Fournier, is itself the target of a bid from Paribas valuing it at FF22.5bn (\$3.6bn), and had sought the approval of the minister in an effort to counter the bid by building a stake in its attacker.

The minister's approval - necessary under the terms of a law designed to protect privatised companies from takeover - carried a rider, however: the authorisation will be re-examined if one or more shareholders acting in concert should take more than 20 per cent of Navigation Mixte.

The terms of the approval thus throw into doubt Mr Fournier's main line of defence against the Paribas bid, the consolidation of his core of friendly shareholders.

These are Fraternité, which on Monday boosted its stake from 5.7 per cent to 7.2 per cent, Credit Lyonnais, which also bought heavily in the market on Monday, and possibly also Allianz, the West German insurance company.

Allianz is understood to have bought only a few Mixte shares in the last few days, in spite of having approval from French banking authorities to take up to 33 per cent.

Mr Fournier has affirmed that his allies represented on Navigation Mixte's board control "close to the majority" of the company's capital, but it is unclear how much exactly is in safe hands.

The green light for Navigation Mixte to buy more shares in Paribas, on the other hand, pushed up the investment bank's share price.

Indonesia gives go-ahead to Garuda share flotation

By Paul Betts, Aerospace Correspondent

GARUDA, the Indonesian national airline, has been given the go-ahead by the Indonesian Government to float up to 25 per cent of its capital on the stock market. Mr Moehamad Soeparno, the airline's president, said yesterday.

Mr Soeparno, who has just been appointed president of the International Air Transport Association (IATA), added his airline was discussing a tie-up with Lufthansa, the West German airline, as well as KLM, the Dutch carrier.

The proposed flotation would take place between the end of next year and the beginning of 1991, he said, confirming that the Government had approved in principle the sale of a minority stake.

The proposal coincides with the financial turnaround of the airline during the last two years. Mr Soeparno said it was expected to report group profits of about \$100m this year, including \$75m from airline operations, compared with profits of \$26m last year, which included earnings of \$7m from airline operations.

The flat airline profits reflected Garuda's recently announced \$3.6bn plan to acquire new aircraft, renewing and expanding its fleet.

Garuda's turnover is expected to increase by about 20 per cent to \$1.8bn this year. Medium and long-term debt has been sharply reduced, from around \$1.3bn five years ago to \$200m this year.

Mr Soeparno said the flotation of a minority stake was part of his broad strategy to give the company a more business-like and professional approach.

Garuda's strategy was also to take advantage of the high growth potential of the airline industry in south-east Asia and the Pacific region, and to develop Indonesia as a hub for the area.

Mr Soeparno said he was interested in co-operation links with western airlines, to help Garuda expand and assist the airline develop its human resources and management capabilities. "You can buy an aircraft if you have money, but you also have to educate and train your staff," he explained.

Apart from co-operation talks with KLM, he said he had started discussing co-operation with Lufthansa in Warsaw this week, at the International Air Transport Association (IATA) meeting where he was elected the organisation's president.

His election reflected the growing importance of the Asia-Pacific region for the airline industry, he said.

Mr Soeparno also welcomed the decision of Aeroflot, the Soviet airline which owns the world's largest fleet of commercial aircraft, to join IATA. He suggested the Soviet airline could provide valuable assistance in tackling the acute global shortage of aircraft.

"They could, for example, help provide additional capacity for Garuda during the annual Mecca pilgrimage, when we fly about 60,000 people in 25 days from Indonesia," he said, and added the serious backlog in western aircraft production was having "an extremely negative impact on carriers in developing nations."

LVMH ruling finely balanced

By George Graham in Paris

THE FRENCH appeal court yesterday made a finely balanced decision in the long-running dispute over control of LVMEH, the French drinks and luxury goods group.

The court decision pleased both Mr Bernard Arnault, who took control of LVMEH in partnership with Guinness of the UK, in January this year, and Mr Henry Racamier, head of LVMEH's luggage subsidiary Louis Vuitton, his opponent.

However, the decision appears not to have settled their quarrel and there may be legal battles in the next few weeks. The dispute has centred on the fate of an issue in March 1987 of bonds with attached warrants, amounting to around 12 per cent of

shareholders' meeting of Louis Vuitton, in which it owns 98 per cent.

VIG said the court decision, opened the way for further court action.

The decision succeeded, in any event, in thoroughly confusing the stockmarket. As the first word of the judgment emerged, LVMEH's shares, which had opened at FF4,895 (\$770), shot up to FF4,985, as brokers bet on the likelihood that Mr Arnault would have to buy more shares to strengthen his hold over the group. But the price rapidly settled again, ending at FF4,820, still some 1.7 per cent higher than the previous close.

LVMEH now expects to proceed on November 15 with a shareholders' meeting of Louis Vuitton, in which it owns 98 per cent.

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The decision succeeded, in any event, in thoroughly confusing the stockmarket. As the first word of the judgment emerged, LVMEH's shares, which had opened at FF4,895 (\$770), shot up to FF4,985, as brokers bet on the likelihood that Mr Arnault would have to buy more shares to strengthen his hold over the group. But the price rapidly settled again, ending at FF4,820, still some 1.7 per cent higher than the previous close.

Benetton franchise judgement

AN Italian court has ruled in favour of the Benetton knitwear and clothing company in a case that could have significant consequences for the company's highly successful system of franchising, writes Sari Gilbert in Rome.

A magistrate in Lecce in southern Italy rejected a suit by a Lecce merchant who claimed the agreement with the big northern Italian company implied exclusive sales rights in the area.

Merchant Catia Pantaleo, who had been selling Benetton clothing since 1976, acted after a store also selling the Benetton label opened nearby.

Benetton claimed its agreement with Catia, which had been in force throughout the world were "licensing" agreements rather than franchises and implied no exclusivity.

AN Italian court has ruled in favour of the Benetton knitwear and clothing company in a case that could have significant consequences for the company's highly successful system of franchising, writes Sari Gilbert in Rome.

A magistrate in Lecce in southern Italy rejected a suit by a Lecce merchant who claimed the agreement with the big northern Italian company implied exclusive sales rights in the area.

LBO team buys Grandi Viaggi

By Sari Gilbert in Rome

GRANDI VIAGGI, Italy's third largest tour operator, has been acquired through a leveraged buy-out by Paribas, LBO Italia and Eicot, with the company's management. The price-tag on the operation, about L60bn (\$44m), makes the operation one of the biggest leveraged buy-outs so far in Italy.

Management previously owned a small share, but following the buy-out, now owns 24 per cent of Grandi Viaggi Finanziaria. The remaining capital is held by the financing partners.

Mr Fabrizio Bellini, Grandi Viaggi's president, is to be replaced, probably by managing director Mr Antonio De Lorenzo, while a second managing director, Mr Cyril Nasr, will remain in his present post.

Matra takes 20% of BGT

By William Dawkins in Paris

MATRA, the internationally ambitious French defence and electronics group, has taken a 20 per cent stake in Boden-sewerk Gerate-technik (BGT), West Germany's top maker of air-to-air missiles.


The deal, for an undisclosed price, is part of an agreement struck in September when Diehl, another West German

missiles producer, took over BGT.

BGT, which employs 1,450 people and had sales of DM350m (\$195m) last year, specialises in making homing missile heads, high technology sub-munitions, surface to air missiles and aeronautic systems.

Matra, with 7,500 employees, had sales of FF7.9bn (\$1.2bn) last year.

The deal "opens the way to new international co-operation, both with BGT... and with Diehl, which has a first ranking in the field of sophisticated sub-munitions," said Mr Noel Forgeard, general manager of Matra's defence and space divisions.



Worldwide offering of shares
in Spain, the United States, Europe and Japan

REPSOL, S.A.
raising 134,432,600,000 pesetas

N M Rothschild & Sons Limited
acted as Global Co-ordinator of the offering
and in association with Rothschild España S.A.
as financial adviser to
Instituto Nacional de Hidrocarburos

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Affiliated companies in
Australia, Brazil, Canada, Chile, France, Germany, Hong Kong,
Italy, Japan, Mexico, Portugal, Singapore, Spain,
Switzerland, and the United States

PIMA Savings and Loan Association
US\$100,000,000
Collateralised Floating Rate Notes due 1992

In accordance with the terms of the Indenture, notice is hereby given that the Rate of Interest for the period 1st November, 1989 to 31st February, 1990 has been fixed at 4.500 per cent per annum. The Interest Amount, as defined, of US\$23.00 will be payable on 1st February, 1990.

Trustee: Deutsche World Limited.
Agent: Bank

Brasilvest S.A.

Net asset value as of 31st October, 1989
per NCZ Share: 13,869.03
per Depositary Share:
US\$24,506.40
per Depositary Share:
(Second Series)
US\$23,013.01
per Depositary Share:
(Third Series)
US\$19,584.35
per Depositary Share:
(Fourth Series)
US\$18,295.94

SABRE VII LIMITED
US\$50,000,000
Floating Rate Secured Notes due 1992

For the 6 months period 30th October, 1989 to 30th April, 1990 the Notes bear the interest rate of 8.6875% per annum. US\$43,920.14 will be payable from 30th April, 1990 per US\$1,000,000 principal amount of Notes.

Yamaichi International (Europe) Limited, Agent Bank

MORGAN STANLEY SICAV
Société d'Investissement à Capital Variable
2, boulevard Royal, Luxembourg
R.C. LUXEMBOURG B-29192

The Board of Directors has decided to offer shares in class A, Morgan Stanley SICAV Global Equity Fund and in class B, Morgan Stanley SICAV Global Bond Fund, to subscribers. On November 6, 1989 the shares in the two classes will be available at a price of USD 10 - plus a placing fee of up to 2%. As from November 7, 1989, shares in class A and in class B will be issued at a price corresponding to the net asset value per share plus a sales commission to sales agents of up to 2% of the net asset value per share.

Application has been made to list shares of class A Morgan Stanley SICAV Global Equity Fund and shares of class B Morgan Stanley SICAV Global Bond Fund on the Luxembourg Stock Exchange.

Prospectus are available at the registered office of the Fund, at Banque Internationale à Luxembourg, 2, boulevard Royal, Luxembourg and at Morgan Stanley International, P.O. Box 132, Commercial Union Building, 1, Underhill, Leadenhall Street, London EC3P 3HR.

THE KOREA EUROPE FUND LIMITED
INTERNATIONAL DEPOSITARY RECEIPT
ISSUED BY MORGAN GUARANTY TRUST COMPANY OF NEW YORK EVIDENCING 500 SHARES EACH

Notice is hereby given to the shareholders that THE KOREA EUROPE FUND has declared a net final dividend of US\$ 6.07 per share payable to shareholders on the register at the close of business on October 6th, 1989.

As of November 16th 1989, copies of the International Depositary Receipt will be available in US\$ at the rate of US\$ 15 per share, at the following offices of Morgan Guaranty Trust Company of New York:

BRUSSELS: Avenue des Arts, 35
LONDON: 1 Angel Court
FRANKFURT: 44, 46 Meiner Landstrasse

and at the offices of Kreditbank Liechtensteingasse S.A.,
Bosland Road, 43
LUXEMBOURG

This dividend will be paid in respect of the financial period of the company ending June 30th 1989.

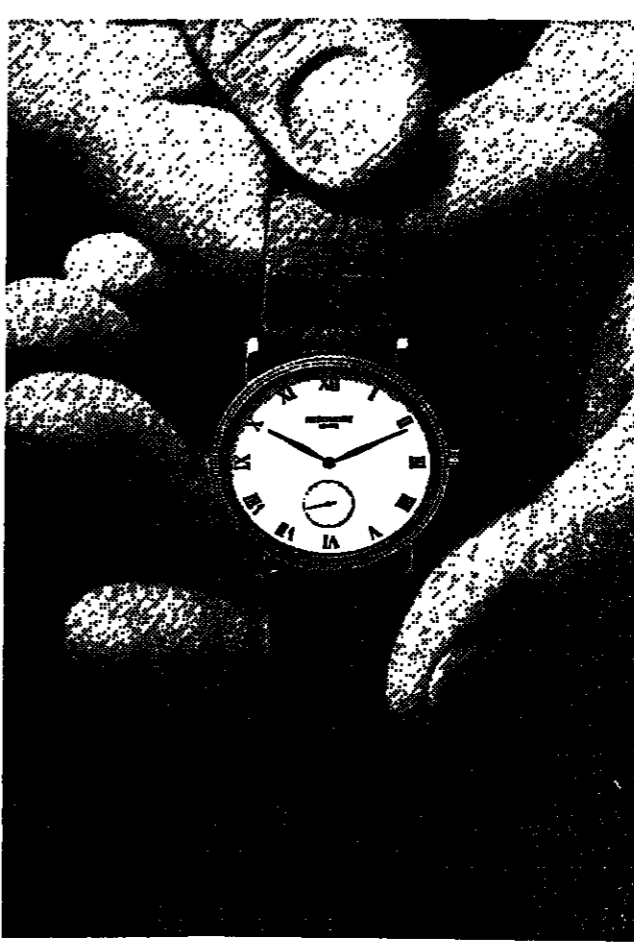
MORGAN GUARANTY TRUST COMPANY OF NEW YORK
BRUSSELS OFFICE, AS DEPOSITARY

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And if we may draw a conclusion from five generations of experience, it will be this: choose once but choose well. A Patek Philippe - because it's for a lifetime.



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Watches of Switzerland Ltd, 22 Royal Exchange, Threadneedle Street, London
Watches of Switzerland Ltd, 500 Oxford Street, London
Tyme Ltd, 1 Old Bond Street, London



The Board of Management of Akzo NV announces that on November 2, 1989 the results for the third quarter of 1989 were published. Copies of this quarterly report may be obtained from the London Paying Agents:

Barclays Bank PLC Stock Exchange Services Department 54 Lombard Street London EC3P 3AH and Midland Bank PLC International Division Securities Services Department 110-114 Cannon Street London EC4N 6AA

or at the offices of Akzo NV, Weipweg 75 P.O. Box 9300 6800 SB Arnhem The Netherlands

Arnhem, November 3, 1989 Akzo NV, the Netherlands

GREECE FUND LIMITED INTERNATIONAL DEPOSITORY RECEIPT REPRESENTING 100 SHARES

Notice is hereby given to the shareholders that GREECE FUND LIMITED has declared a net interim dividend of US\$ 0.043 per share payable to shareholders on the register at the close of business on October 6th, 1989.

As of November 10th, 1989 coupon number 1 of the International Depository Receipt will be payable in US\$ at the rate of US\$ 4.5 per IDR of 100 shares, at the following offices of Morgan Guaranty Trust Company of New York:

BRUSSELS : Avenue des Arts, 35 LONDON : 1 Angel Court FRANKFURT: 44, 46 Mainzer Landstrasse ZURICH : 38, Stockenstrasse

This dividend will be paid in respect of the financial period of the company ending 30th June 1989.

MORGAN GUARANTY TRUST COMPANY OF NEW YORK BRUSSELS OFFICE, AS DEPOSITORY

TOKYO TRUST S.A. INTERIM DIVIDEND

An interim dividend of US\$0.06 per share will be payable on 16th November 1989 to holders on the Register on 31st October and to holders of the Bearer Shares against presentation of Coupon No. 33 at the Paying Agents:-

Singer & Friedlander Ltd 21 New Street, London EC2M 4ER OR Kredietbank S.A., Luxembourg 43 Boulevard Royal, Luxembourg

By order of the Board TOKYO TRUST S.A.



The Board of Management and Supervisory Council of Akzo NV decided to distribute for the fiscal year 1989 an interim dividend of NLG 1.50 per ordinary share of NLG 20.-

As from 20 November, 1989 the above dividend of NLG 1.50 per ordinary share will be payable against surrender of coupon no. 35 at: Barclays Bank PLC Stock Exchange Services Department 54 Lombard Street London EC3P 3AH and Midland Bank PLC International Division Securities Services Department 110-114 Cannon Street London EC4N 6AA

U.K. income tax will be deducted from the gross dividend.

Residents of other countries For residents of countries other than the United Kingdom with which the Netherlands has a Double Taxation Agreement, the rate of withholding tax (if any) will be adjusted upon provision by the presenting authorised depository of the completed necessary documents (Form 92, etc.). Where no such form is submitted withholding tax at the rate of 25% will be deducted unless claims are accompanied by the appropriate affidavit forms. Information concerning any of the above-mentioned documents may be obtained from Barclays Bank PLC and Midland Bank PLC.

Arnhem, 3 November, 1989 Akzo NV, the Netherlands

PLASTIC CARDS

The Financial Times proposes to publish this survey on:

6TH DECEMBER 1989

For a full editorial synopsis and advertisement details, please contact:

JONATHAN WALLIS on 01-873 3565

or write to him at:

Number One Southwark Bridge London SE1 9HL

FINANCIAL TIMES EUROPE'S BUSINESS NEWSPAPER

INTERNATIONAL CAPITAL MARKETS

Dealers await direction from US payroll figures

By Andrew Freeman

NEW ISSUE ACTIVITY on the Eurobond market yesterday gave little indication of investor sentiment, with most of the deals targeted towards specific demand. US employment figures were expected to set the tone for the next few sessions.

INTERNATIONAL BONDS

The Euro-yen sector gathered pace, with IBJ International launching a ¥80bn five-year issue for the Halifax Building Society. Swap opportunities and selective demand for bonds have combined to allow several recent deals, most of which have been private placements.

The Halifax bonds aroused considerable comment. After opening just outside fees at less 1.90 bid, the bonds fell away to trade as low as less 2 1/2 bid towards the end of the day.

Some traders saw this as evidence that IBJ had abandoned the deal and allowed it to crash outside fees. Other dealers pointed to today's holiday in Tokyo and argued that there

had been extensive pre-placement of the bonds in the Far East over the last two sessions. It was also pointed out that the Halifax deal had been launched into an unfortunate background as Euro-yen bonds came under pent-up selling pressure and fell by around 1/2 point across the board.

There was a diversity of opinions about the pricing of the paper, with some saying the bonds were expensive against the secondary market, and others suggesting that buying interest from Japanese institutions meant the paper was overpriced. Although IBJ would not elaborate, it is understood that the proceeds were swapped into sterling, via a leg in floating-rate US dollars. At yesterday's rates, swap dealers said the funding level would have been 5 basis points and 1/2 point below Libor.

Elsewhere, Amro Bank was the lead manager of an Ecu75m five-year deal for Nederlandse Gasunie. The Dutch utility which is half-owned by the Government. The bonds, which were clearly aimed at retail investors, offered a 9 1/2 per cent coupon and were priced to yield 9.23 per cent. This gave a small pick-up against the IBM benchmark issue which was yielding 9.17 per cent.

The issue was trading at a discount equivalent to full underwriting fees, and was quoted by Amro at less 1 1/2 bid. An official said it was the best Canadian dollar deal in March last year, and that there was work to be done to re-establish the name with investors.

In Switzerland, most recent new issues came under selling pressure as short-term interest rates edged higher. Prices fell by around 1/2 point, with the World Bank Sfr100m 6 per cent issue falling by 1/2 point to less 3 1/2 bid. The SAS Sfr100m 6 1/2 per cent issue fell by 1/2 to less 2 bid.

The Fokker Sfr150m convertible issue traded on the secondary market for the first time, and was quoted at less 5 bid. When it was launched, it traded at 100 bid, but closed at less 1 1/2 bid on its first day.

Traders blamed the weakness of the underlying share price, which has fallen sharply since the convertible was launched. In Germany, turnover remained very thin with investors still largely absent from the D-Mark market. Some institutions are reported to have closed their books for the year.

NEW INTERNATIONAL BOND ISSUES

Table with columns: Borrower, Amount m., Coupon %, Price, Maturity, Fees, Book runner. Includes entries for HELIX Building Society, HELIX Finance BV, African Development Bank, etc.

FT INTERNATIONAL BOND SERVICE

Listed are the latest international bonds for which there is an adequate secondary market.

Table with columns: US DOLLAR STRAIGHTS, Change on week, Yield, etc. Lists various bond issues with their current prices and yields.

Table with columns: OTHER STRAIGHTS, Change on week, Yield, etc. Lists international bond issues from other regions like Canada, UK, etc.

Table with columns: DEUTSCHE MARK STRAIGHTS, Change on week, Yield, etc. Lists German bond issues.

Table with columns: SWISS FRANC STRAIGHTS, Change on week, Yield, etc. Lists Swiss bond issues.

CME takes new steps to limit futures volatility

By Deborah Hargreaves

THE Chicago Mercantile Exchange (CME) announced plans yesterday to limit volatility on its Standard & Poor's 500 stock index futures further by expanding daily limits for price movement in the contract.

The futures market's so-called circuit breakers, which were introduced after the stock market crash in October 1987, were tested when the New York stock market plunged on October 13. The fall prompted the exchange to review price limits in stock index futures.

Under its new proposals, the exchange will keep its five point price limit in place for the first 10 minutes of trading S&P 500 futures. This will not lapse if trading moves off the limit, as it does at present.

The exchange plans to add a new price limit which would halt trading if the futures contract declines by more than 20 points in an hour. This would equal a move of 150 points in the Dow Jones Industrial Index at the New York Stock Exchange and would halt trading altogether in Chicago if the limit is triggered after 15.0pm.

The exchange plans to retain its second cut-off point, which halts trading if the futures contract drops by more than 12 points in 30 minutes. The CME also has limited daily price movement in either direction to 50 points.

When stock prices in New York nosedived on October 13, trading in S&P 500 futures was halted when the contract dropped by 12 points. However, when trading resumed, it fell another 30 points from another 18 points which stopped trading until the market closed.

Although the "shock absorbers" had provided an important function, there had been a temporary misalignment between futures and the stock market once the 12-point limit expired, the exchange said. The new 20-point limit should ensure this does not happen again.

The exchange says its proposals, which require approval by the Commodity Futures Trading Commission, will allow better co-ordination between the Chicago and New York markets. The New York Stock Exchange met yesterday to review its own system of circuit-breakers.

Nykredit plans to convert to stock company

By Hilary Barnes in Copenhagen

NYKREDIT, one of Denmark's two largest mortgage credit associations, plans a conversion from self-owning association to joint stock company with effect from December 1. Also Nykredit will adopt a holding company structure, allowing it to diversify into non-mortgage business and to merge with other financial groups such as bank or insurance company.

The creation of big financial service groups is under discussion in Copenhagen. The conversion will enable Nykredit to raise equity capital from new sources, which may be necessary when the EC directive on solvency requirements comes fully into force, Mr Thorleif Krarup, chief executive, said yesterday.

He said that Nykredit does not need new equity capital immediately. Present capital exceeds the Danish solvency requirement by some Dkr8bn (\$835m) and if the EC directive is fully applicable now, Nykredit would have a margin of Dkr2bn.

Nykredit's equity capital is about 50 per cent above that of Denmark's biggest bank, Danske Bank.

The mortgage associations are controlled by a council of representatives of mortgage borrowers. The council will retain control of the holding company, which will in turn own the mortgage company.

NZ State Insurance Office to be sold off

THE NEW Zealand Government intends to privatise the State Insurance Office next year in a public flotation that would provide the Treasury with more than NZ\$250m (US\$294m), Reuter reports.

Mr Peter Nelson, the associate State-Owned Enterprises minister, said: "There is no reason why the Government should continue to own an insurance company. Ownership of such a business is not required for the Government to meet its economic or social objectives."

SMALL COMPANY INVESTOR

Small Company Investor is a new publication by the Financial Times Group. It is a twice monthly newsletter full of unbiased and insightful news and information on the 1200 smaller companies (with market capitalisation of £120m or less) listed on the Stock Exchange, the USM, the Third Market, and the smaller companies on the major markets around Europe. It profiles the good and bad performers - and the non-movers - alerting its readers to potential investment gains to be made, and losses to be avoided, in the current turbulent market.

Companies Index outperformed the FT-All Share Index by 6%, and in the previous year, the year of the crash, by 13%.

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The importance of smaller companies is now fully recognised by institutions and fund managers, and they are forming a significant part of their portfolios. Hardly surprising when last year the Hoare Govett Small

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INTERNATIONAL CAPITAL MARKETS

Another bad day for gilts as rumours sweep markets

By Rachel Johnson in London, George Graham in Paris and Janet Bush in New York

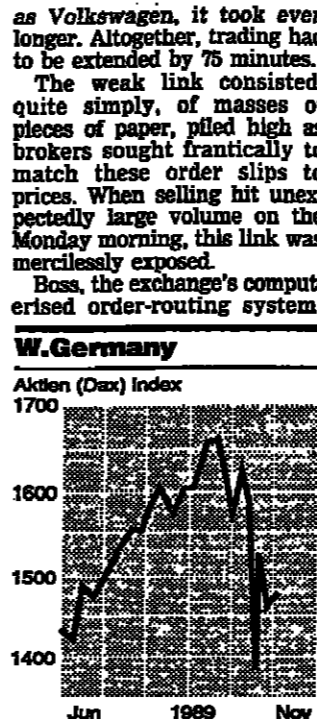
THE UK government bond market, badly dented on Wednesday by the news that public authority swaps had been banned, was described as a "hangover" yesterday by one gilts economist as...

Table with columns: Coupon, Bid Date, Price, Change, Yield, Week, Month, Year. Includes UK Gilts, US Treasury, Japan, Germany, France, Canada, Netherlands, Australia.

High cost of out-dated bourse technology

Andrew Fisher on the lessons of October's fall for German investors and SE officials

The unexpected news that the stock exchange turnover tax was to be repealed in just over a year was a welcome lift to morale on West Germany's financial markets, which suffer severe competitive disadvantages...



number of transactions was 70,000, rising to 84,000 on the following day as people rushed to buy again. Clearly, brokers and their staff were over-stretched...

BENCHMARK GOVERNMENT BONDS

Table with columns: Coupon, Bid Date, Price, Change, Yield, Week, Month, Year. Includes UK Gilts, US Treasury, Japan, Germany, France, Canada, Netherlands, Australia.

FT-ACTUARIES SHARE INDICES

Table with columns: Index No., Day's Change, Est. 1989, Gross Yield, etc. Includes Capital Goods, Building Materials, Contracting, etc.

FIXED INTEREST

Table with columns: Price Indexes, Day's change, etc. Includes British Government, 1-5 years, 5-15 years, etc.

VSB defies Government over commission rules

THE ASSOCIATION of Swiss Exchanges (VSB) is to introduce a new commission structure for brokerage transactions in direct opposition to the government-backed Cartel Commission's call that such agreements be abolished...

African bank in Japanese issue worth Y20bn

NIKKO Securities is lead managing the first public subordinated issue to be launched on the Japanese domestic capital market.

Dutch ministry to relax its cross-stake policy

THE DUTCH Finance Ministry is to liberalise its "structure policy" by January 1 and effectively allow banks and insurance companies to take substantial cross stakes in each other or acquire each other...

LONDON MARKET STATISTICS

Table with columns: Rises, Falls, Same. Includes British Funds, Corporations, Domestic and Foreign Bonds, etc.

LONDON RECENT ISSUES

Table with columns: Issue, Amount, Maturity, etc. Includes British Airways, British Telecom, etc.

FIXED INTEREST STOCKS

Table with columns: Issue, Amount, Maturity, etc. Includes British Airways, British Telecom, etc.

RIGHTS OFFERS

Table with columns: Issue, Amount, Maturity, etc. Includes British Airways, British Telecom, etc.

TRADITIONAL OPTIONS

Table with columns: Issue, Amount, Maturity, etc. Includes British Airways, British Telecom, etc.

LONDON TRADED OPTIONS

Table with columns: Issue, Amount, Maturity, etc. Includes British Airways, British Telecom, etc.

Much of yesterday's options business involved marketmakers trading deep in-the-money puts which perform in a similar way to the underlying equities.

Table with columns: Issue, Amount, Maturity, etc. Includes British Airways, British Telecom, etc.

*) Opening index 2157.5, 10 am 2147.7, 11 am 2157.1, Noon 2159.0, 1 pm 2158.4, 2 pm 2158.5, 3 pm 2155.9, 3.30 pm 2155.9, 4 pm 2157.5

UK COMPANY NEWS

USH sets condition to back Meggitt bid

By Andrew Bolger

UNITED SCIENTIFIC Holdings, the defence contractor, said yesterday that it was prepared to recommend the £10m takeover bid from Meggitt to its shareholders — but only if the specialist engineering group declared its offer unconditional as to acceptances.

Meggitt announced on Tuesday that it had received acceptances representing 49.4 per cent of USH's ordinary shares, but warned that it was not prepared to proceed any further unless it obtained more information about USH's financial position.

USH said yesterday: "The board and its financial advisers, Samuel Montagu, find this an extraordinary posture for Meggitt now to be adopting and would remind Meggitt that it was entirely Meggitt's own choice to launch its bid without immediate prior reference to the board to seek such information as it required as a basis for an agreed offer."

"Nevertheless, the board wishes to make clear that it will be willing to provide appropriate information to Meggitt if and when it declares its offer unconditional as to acceptances and thereby demonstrates its seriousness to proceed."

Meggitt has declared its offer to be final, save in the event of

a competing bid, and again extended the deadline for acceptances until 3pm today, by which time it is likely to control a large majority of USH's shares.

Yesterday Meggitt would say only that it was considering its position, but it seems likely that it will be prepared to make its offer unconditional, while retaining the right to pull out of the deal if it discovers a "black hole" in USH's books.

Mr Ken Coates, Meggitt's managing director, has said that if his company did walk away from the deal, it would be by satisfying the Takeover Panel's stipulation that there

had been a "material adverse change" in USH's circumstances since the bid was launched on September 11.

Meggitt could still take that escape route even if it made its offer unconditional, but the Panel would have to be satisfied that there had been a very fundamental and unexpected change in USH's circumstances before it would allow Meggitt to back out.

Meggitt was particularly alarmed by USH's last defence document which doubled to £17m the provision made for losses in the year to September 30 at Avimo Taunton, the electro-optics plant in Somerset which has been plunged into

the red by two disastrous MoD contracts for night sights.

It seems most likely that Meggitt will proceed to acquire USH, but Mr Coates is clearly anxious to ally the fears expressed in the City that his acquisitive group risks biting off more than it can chew by taking over a loss-making defence contractor at a time when the industry faces extensive rationalisation and consolidation.

Meggitt's shares yesterday closed down 1p at 87p. At that level, its partial cash alternative values each USH share at 141.6p. USH shares closed at 124p, down 3p.

See Lex

'Goldsmith factor' leaves RIT Capital net assets 7.7% ahead

By Nikki Tail

RIT CAPITAL Partners, the investment trust demerged from J Rothschild Holdings last year, yesterday reported a 7.7 per cent increase in diluted net asset value during the six months to the end of September. Over the same period the FT-All Share Index rose 8.66 per cent.

Managers acknowledge that this was partly due to the trust's heavy exposure to the "Goldsmith factor". RIT, part of the Jacob Rothschild group of companies, holds a 24.6 per cent interest in Anglo Group, the takeover vehicle for Sir James Goldsmith and Mr Rothschild.

RIT also has smaller stakes in Hoylake, the consortium company which made a £13.5bn paper bid for BAT Industries

this summer, and in Sunningdale, which was formed to acquire 29.9 per cent of Ranks Hovis McDougall.

The Anglo holding accounts for more than 10 per cent of RIT assets, which were put at £368.1m at September 30. Although Anglo shares rose strongly in July on the back of the BAT bid, they gained only five per cent over the six month period.

At the end of the period fully-diluted net assets per share stood at 144.5p, compared with 134.2p six months earlier and 107p at the end of September.

RIT said that by September 30 about 54 per cent of its portfolio was in quoted equities, 27 per cent in unquoted stocks, 12 per cent in fixed interest and 7 per cent in properties.

The trust's stake in Eurotunnel was sold during the period for £21.8m, having been valued at £17.5m at end-March. The valuation of the holding in GPA had risen to \$30.6m, compared with \$20m six months earlier, reflecting the price at which GPA's recent rights issue was completed, RIT said.

During the six months RIT showed a net profit of £3.82m (£1.18m). Investment income totalled £8.77m (£1.86m) but dealing activities made a loss this time of £357,000. Interest payable rose to more than £2m, against £6,000. Earnings per share were 1.5p (0.9p) or 1.5p (0.5p) diluted.

RIT bought in £1.9m nominal of convertible unsecured loan stock for an aggregate consideration of £2.3m.

Lawrie reorganisation goes on

By Clay Harris

LAWRIE GROUP, a tea plantations holding company, is to proceed with plans for corporate reorganisation even though the Stock Exchange has cancelled its share listing and those of three related companies.

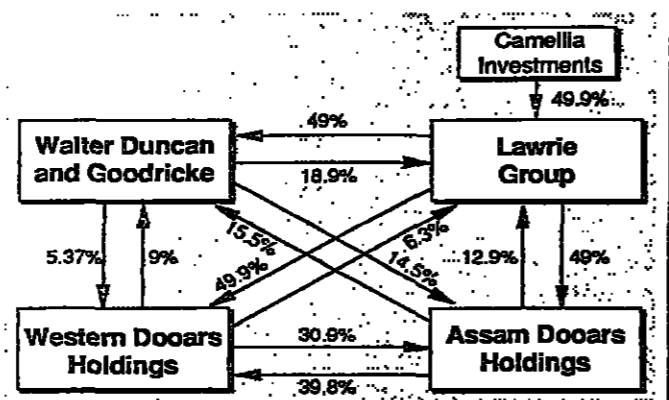
The listings of Lawrie, Western Dooars Tea Holdings, Assam-Dooars Holdings and Walter Duncan & Goodricke were cancelled on Wednesday. Matched-bargain trading will be allowed under Rule 535(2) only until March 30 1990.

Lawrie, the largest of the four companies, reported pre-tax profits of £2.87m on turnover of £14.2m in 1988. Before the cancellation, its market capitalisation was £3.1m.

Mr HK Fitzgerald, Lawrie chairman, said his company planned to bid for the outstanding shares in the other three and to cancel the shares held in Lawrie and in each other. Lawrie intends to make the offer within two to three months.

The same proposal had been put to the Stock Exchange, he said, in an effort to overcome its concern about the companies' substantial cross-shareholdings and the insufficient number of shares in public hands.

Camellia Investments, another London-quoted company and Lawrie's main shareholder, had indicated its willingness to support the plan provided its own



listing was not jeopardised.

The exchange ruled, however, that because Camellia would rely on the enlarged Lawrie for 70 per cent of its income, the two quotations would run foul of its policy against "mirror listings." This prohibits the listing of two or more companies whose market value and income stream arise from substantially the same set of assets.

Lawrie's appeal on the grounds that Camellia had other substantial interests, primarily two West End art galleries and collections of stamps and historical documents, was turned down.

The Stock Exchange also said that even if Camellia or Lawrie secured a quotation on an overseas exchange, the other would not be allowed to

retain its London listing.

Mr Fitzgerald said yesterday that Lawrie's long-term intention was to seek a re-listing once a change of circumstances permitted.

Assam-Dooars and Western Dooars hold investments in Indian tea companies, while Lawrie's tea activities also extend to Bangladesh and Malawi. It also has interests in fish farming and holds 34 per cent of Eastern Produce (Holdings), 13 per cent of Ruo Estates (for which Eastern Produce has made an agreed bid) and 25 per cent of British Mohair Holdings.

Walter Duncan & Goodricke started as the London secretary and agent for Indian tea plantations. Its main business now is the Duncan Lawrie financial services group.

Eastbourne Water advises no action on Chase offers

By Andrew Hill

EASTBOURNE Water Company has become the second statutory water company to react sharply to an offer for its irredeemable preference stock from Chase Investment Bank.

Chase confirmed yesterday that it was making offers for irredeemable preference stock in 12 of the UK's 29 statutory water companies. It has written primarily to private shareholders, but has also contacted some institutions.

In a letter to shareholders Eastbourne said it was having discussions with controlling shareholder SAUR Water Services, a subsidiary of Bouygues, the French construction group, about alternative proposals for the 2.8 per cent (formerly 4 per cent) irredeemable preference stock. It advised

them to take no action.

Chase, which said it is acting on its own behalf in all cases, is offering to buy the stock at par value of 500p a share.

The bank again denied that it had any hidden motive in bidding for the stock.

Chase said the 12 water companies in which it wished to invest were not the same as the 12 controlled by French suppliers, but would not say which other statutory companies it had approached.

The statutory water companies have the option of converting to public limited company status and shedding dividend restrictions if they can win shareholder approval. Conversion could be blocked by an investor holding more than 25 per cent of any class of stock.

DIVIDENDS ANNOUNCED

	Current payment	Date of payment	Corresponding dividend	Total for last year	Total for year
Brit Borneo Pet	8	Dec 15	8	-	24
British Inv Tel	9	Jan 5	8.5	-	3.55
Burtonwood	0.7	-	0.7	-	5,657
Law (Wm)	4.4	Jan 5	3,633*	6.5	5,657
MFT Computing 8	1.65	-	1.1	2.45	1.7
MY Holdings	0.55	Dec 8	1.5	0.55	2.05
Smart (J)	4.65	Dec 18	4.2	6.4	5.8
Theatre 8	0.8	Dec 8	0.533	-	1.168
Warwick Inv	2.5	-	2.25	-	8
Westbury	3.25	Jan 17	3	-	8.5

Dividends shown pence per share net except where otherwise stated. *Equivalent after allowing for scrip issues. †On capital increased by rights and/or acquisition issues. \$USM stock. ‡Unquoted stock. †Third market. ‡For eight months.

\$1bn bid for SeaCon extended

By Andrew Hill

TIPHOOK, the UK container rental company, and Stena, a private Swedish ferry operator, have extended their hostile £1.02bn bid for Sea Containers until November 20.

The offer was due to close today in New York. But Sea Containers shareholders are still waiting for a formal filing to the Securities and Exchange Commission which would explain in detail the ferry and container group's recapitalisation plan and financial projections.

On Tuesday, Sea Containers unveiled a \$1.1bn asset disposal programme aimed at funding a \$70 per share tender offer for half its own shares to fight off the \$63 per share bid.

Following the proposals, Mr James Sherwood, Sea Containers' president, should have about \$120m in reserve to defend against any increased offer from Stena and Tiphook.

That raises the bizarre prospect of the target attempting to outbid the predators for its own shares.

About 2.9m common shares have been tendered to the Anglo-Swedish bid so far, representing about 21 per cent of Sea Containers' unaltered share capital.

MY Holdings £631,000 in the red as costs bite

By Gary Evans

GREATER THAN expected relocation and restructuring costs at two subsidiaries led to a pre-tax loss of £631,000 at MY Holdings for the eight months to August 31.

MY is the packaging and consumer goods concern which was taken over last year by Malbak, the South African industrial group and its subsidiary Abercom.

The loss compared with a £3.81m profit for the previous 12 months. At the pre-interest level, profits showed a sharp decline from £4.16m to £178,000. Net interest took £809,000 (£344,000) and losses per 10p share came out at 1.28p (earnings 6.31p).

MY declared a single dividend of 0.65p for the period, against total payments of 2.05p for the 12 months of 1988. Following the change of year-end, it expects in future to pay an interim in June of each year and a final in December.

Mr Paul Marks, chairman, pointed out that turnover in the eight months at £37.42m (£49.56m for 12 months) was similar to the comparable period last year, indicating only a slight fall in volume.

He reminded shareholders that at the annual meeting in May, he had warned that the

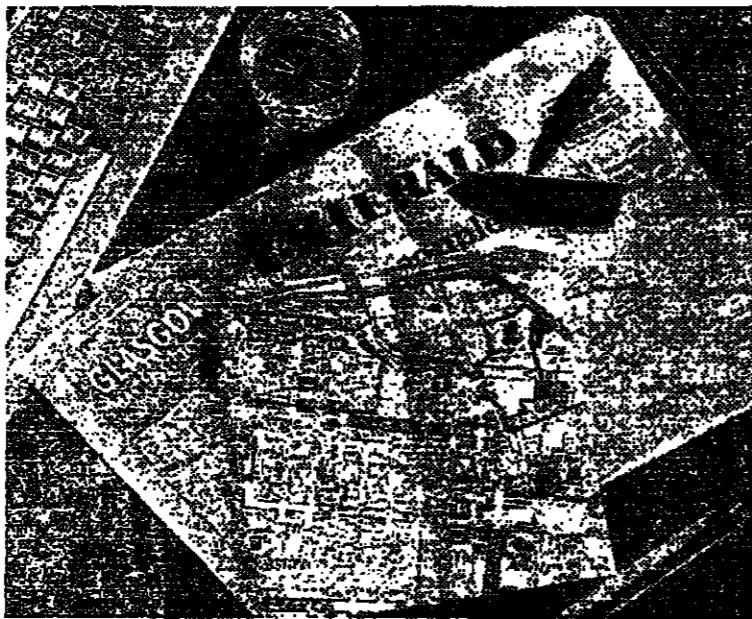
relocation and restructuring of MY Sports & Games and MY Crescens Bushill was having an adverse effect on profits.

In the event, he said the effects were greater than anticipated, because of increased spending on the project and difficulties in re-establishing the skills of the relocated businesses.

Profitability in the period was also reduced at MY Sharp Interpack, where consumer concerns relating to health matters in the food industry caused a decline in demand for its products during a period when significant advances had been planned.

Extraordinary net losses of £513,000 (£1.44m profits) mainly resulted from the concentration of the MY Crescens Bushill business in Coventry and the MY Sports & Games relocation, together with the cessation of the plastics recycling business formerly carried out by MY Sharp Interpack.

Abercom, the South African industrial holding company which has as its sole interest an 86 per cent indirect stake in MY, yesterday reported a pre-tax loss of £4.92m (£1.18m) for the year to August 31 (£10.18m profit for previous 14 months).



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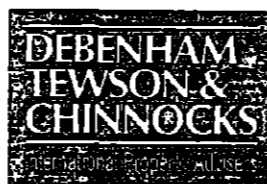
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A FINANCIAL TIMES
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UK COMPANY NEWS

A young Taylor with a flair for textiles

Alice Rawsthorn profiles the man in charge of one part of the demerged Courtaulds

FROM TIME to time the glossy business magazines run roll-calls of the bright, young hopes of British industry and Martin Taylor almost always appears.

Mr Taylor has spent the past three years as a director of Courtaulds, the international industrial group, grappling with the challenge of restructuring its textile interests in an intensely competitive climate. Now, at the age of 37, he faces a new challenge.

This week Courtaulds announced its intention to spin off its textile interests as a separate company. Mr Taylor, as chief executive, is preparing Courtaulds Textiles for its new life as an independent entity.

In many ways Mr Taylor is an improbable person to be running one of Europe's biggest textile groups. He looks much too young to be the chief executive of a publicly quoted company with sales of almost £1bn and a workforce of 31,000. And his background - Eton, Oxford and an early career as a journalist - is rather incongruous in the dark, satanic world of textiles.

The textile industry was the last place he expected to spend his career. He was born in Lancashire - the historic heartland of textiles - but his only family connection with the local industry was a great-grandfather who owned cotton mills. When he went up to Oxford to read Oriental Law, the murky world of mills and man-

ufacturing seemed a long way away.

He remembers visiting an aunt and uncle in the Midlands while he was an undergraduate. The UK economy was reeling after the first oil price crisis and his uncle was struggling to save his knitwear business from bankruptcy. "Whatever you do, Martin, do not go into knitwear," said his uncle. Mr Taylor remembers thinking that nothing was less likely.

After Oxford he joined Reuters, working in Paris and Frankfurt. He then spent four years at the Financial Times, where he is remembered for looking improbably boyish and being "very, very clever". "So clever," said one former colleague, "that he could scarcely speak quickly enough to catch up with his thoughts."

As head of the FT's Lex column, he became increasingly interested in the problems of large industrial groups as they struggled to recover from recession. In 1982 Sir Christopher Hogg, chairman of Courtaulds who had admired his writing, offered him a job. Mr Taylor accepted.

He spent his first year working in Sir Christopher's office at Hanover Square in London and then moved into the group's clothing division. Four years later, at 34, he joined the main board as managing director of the textile division.

When he joined Courtaulds it was emerging from the recession of the early 1980s. Cour-



Martin Taylor. Advised by his uncle not to go into knitwear

taulds traces its roots to a small silk mill in the early 1800s, but the foundations for the group of today were laid in the 1960s under the chairmanship of Lord (Frank) Kearton. Lord Kearton is a legendary figure in British industry. He bullied his managers and belittled trade unionists. He envisaged Courtaulds as a company encompassing every area of textiles. So he bought businesses and opened new plants all over the country.

His vision saved Courtaulds in the 1960s but almost destroyed it in the 1970s. Sir Christopher Hogg has spent his

chairmanship restructuring the group. His achievement in making its traditional interests less vulnerable to cyclical slow-downs and introducing Courtaulds to more dynamic areas of activity is now cited as a model of modern management.

Sir Christopher is also seen as one of Britain's most thoughtful industrialists. One of the ironies of his work at Courtaulds is that, while his strategic approach to management is so admired, textiles is not the sort of industry that lends itself to strategy.

Textiles is an emotional trade that tends to attract egomaniacs and entrepreneurs. A sudden swing in exchange rates, or a hike in hemlines can scupper the most thoughtful of strategies. Mr Taylor revels in it. "The business is great fun, a very human industry which moves very quickly," he said. "You simply cannot afford to make mistakes."

Shortly after he took over Courtaulds' textiles interests the industry slid into another cyclical slump. Courtaulds reacted swiftly. It has lost over 4,000 jobs since the start of last year, but has been rather more resilient than many of its competitors.

Mr Taylor said he draws "great confidence" from Courtaulds' resilience and its confidence in expanding its textile interests. It has spent more than £200m on acquisitions. The sort of businesses it has bought - often international and always involved with value-added products - are illustrative of the sort of company he intends to create for the future.

The acquisition of a number of lace companies in France, the UK and the US last year is an example of Courtaulds' strategy at its most imaginative.

The lace industry has traditionally been fragmented between hundreds of family firms. But the introduction of new technology - and the existence of an international customer base in the multinational lingerie groups - offers an opportunity for large, cash-rich companies to steal a competitive advantage.

Courtaulds Textiles spotted - and seized - the opportunity. Its lace acquisitions have enabled it to create a new, highly profitable product sector on an international scale.

The climate in the UK textile industry is still intensely competitive. But Sir Christopher Hogg is convinced that the time is right to split the group's textile and chemical interests into two independent businesses.

The restructuring of the 1980s has ensured that the two sides of Courtaulds are already run separately. The disciplines of a labour-intensive, consumer-oriented business like textiles are so different to those of a capital-intensive, internationalist industry like chemicals. He is convinced that the two companies will be better off apart.

Mr Taylor said that the demerger will make "very little difference" to the day-to-day running of the business. Nor does he expect it to affect long-term strategy. He does, however, expect to see changes in the culture of the company.

He is convinced that the demerger will "sharpen up" Courtaulds Textiles in that it will lose the security of belonging to a bigger group. Although he is also concerned that the strict disciplines instilled by the Courtaulds group might slacken.

"Everyone in the company must do everything they can to make sure this does not happen," he said.

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THE KOREA-EUROPE FUND LIMITED INTERNATIONAL DEPOSITORY RECEIPTS issued by Morgan Guaranty Trust Company of New York evidencing 500 shares each Extraordinary General Meeting

NOTICE is hereby given that an extraordinary General Meeting of The Korea-Europe Fund Limited will be held on Thursday 9th November, 1989 at 18-20 The Potters, St. Peter Port, Guernsey, Channel Islands.

To alter the Articles of association of the Company by the deletion of the proviso to the first sentence of Article 88.

VOTING ARRANGEMENTS FOR IDR-HOLDERS

IDR-holders who wish to vote must follow the following procedure:

IDR-holders must deliver the IDRs to the Depository at the latest on November 7th, 1989 at the address given below (attention: Securities Department - telephone 32-2-508.82.15 - telex 21752 MORBK B). Instruct the Depository as to the manner in which votes should be cast, and indicate to whom the IDRs should be returned after the meeting.

IDR-holders who wish to vote are also requested to transfer to Morgan Guaranty Trust Company of New York, New York, for account 670-01-433 of Morgan Guaranty Trust Company of New York, Brussels, a fee of USD 5. per IDR in respect of which a vote is cast.

MORGAN GUARANTY TRUST COMPANY OF NEW YORK, BRUSSELS OFFICE, as Depository
Avenue des Arts 35, 1040 Brussels, Belgium.

NOTICE OF INTENTION TO REDEEM

To the Holders of

THE COCA-COLA COMPANY

9% Series A Notes Due November 26, 1992

NOTICE IS HEREBY GIVEN to the holders of the outstanding Notes described above (the "Notes") that, pursuant to the provisions of the Fiscal and Paying Agency Agreement dated as of November 26, 1985 and the Notes, The Coca-Cola Company has elected to end and will redeem on November 26, 1989 all of its outstanding Notes in the aggregate principal amount of \$99,715,000, at a redemption price equal to 100% of the principal amount thereof plus accrued interest to the redemption date.

Payments will be made on and after November 26, 1989 against presentation and surrender of Notes with coupons due November 26, 1990 and subsequent attached in lawful money of the United States of America, subject to applicable laws and regulations, only outside the United States of America at the main offices of Morgan Guaranty Trust Company of New York in London and Brussels, or at the main office of Swiss Bank Corporation in Basle, the main office of Banque Generale Internationale du Luxembourg S.A. in Luxembourg and the main office of Canadian Imperial Bank of Commerce in Toronto. Payment at the above offices outside the United States will be made by check drawn on a bank in New York City, or at the holders option, by transfer to a United States dollar account maintained by the payee with a bank located outside the United States and its possessions.

The coupon due November 26, 1989 is to be detached and collected in the usual manner. On and after November 26, 1989 the Notes will no longer be outstanding and interest thereon shall cease to accrue.

THE COCA-COLA COMPANY

By: Morgan Guaranty Trust Company of New York, Fiscal and Paying Agent

Dated: October 27, 1989

Guernsey Press urges Guiton to withdraw hostile bid

By Andrew Hill

GUERNSEY Press, the newspaper and publishing company, yesterday said it was astonished that Guiton Group, the publishing group on nearby Jersey, had extended its hostile bid for the company and called on Guiton to withdraw.

Guiton, which owns the Jersey Evening Post newspaper, announced that it had received acceptances for already owned shares representing 4.6 per cent of Guernsey's capital. It extended its offer until November 15.

Mr Frank Walker, Guiton's managing director, said he was encouraged by the initial

expressions of support for the merger proposals. He added that it was not unusual to achieve lower levels of acceptance at the first closing date of a hostile bid. But Guernsey described the level of support as pitiful.

Mr Chris Sackett, managing director of Guernsey, founded in 1897, said yesterday: "This is unlike a big bid in the City where you are dealing with sophisticated investors. We have one institutional investor in the form of St. the venture capital group, which owns about 20 per cent, and the rest are individuals, in some cases the great-grandchildren of the

founding shareholders." Shares in both Channel Islands companies are traded on a matched bargain basis and Guiton's all-share offer currently values Guernsey at about £15m.

Mr Walker said: "We continue to get a very positive reaction to the proposals we have put forward, throughout the islands."

At the first closing date, Guiton had also received valid, but incomplete, acceptances representing 0.5 per cent of Guernsey's capital. Some 0.5 per cent of Guernsey was already owned by parties acting in concert with Guiton.

Fenner 'not seeking' to pursue Armstrong

By Clay Harris

JH FENNER (Holdings), the power transmission and conveyor belting company, said yesterday it was not seeking to pursue further contact with the board of Armstrong Equipment, the fasteners manufacturer resisting a 196m bid from Caparo Group.

Fenner, which has paid as much as 190p per share for its 6.32 per cent in Armstrong, said there had been contact between it and Armstrong and the two companies' advisers in recent months. It said, however, that it had not put terms to Armstrong about a possible offer for the group.

The statement, made at the request of the Takeover Panel, followed remarks by Mr Peter Barker, Fenner chairman, on Wednesday. He said his company was attracted to Armstrong's fasteners as a product

for Fenner's distribution network. Fenner's interest in Armstrong had begun only after the latter sold its automotive suspension business. Armstrong shares closed unchanged at 177p, compared with Caparo's 180p cash offer.

British Investment Trust nav at 802p

British Investment Trust increased net asset value per share to 802p at the end of the six months to September 30, up from 724p at March 31. Total group net assets rose to over £50m. Mr Colin Barker, chairman, warned that the second half could prove to be more difficult.

The interim dividend is raised to 9p (8.5p) payable from earnings per share of 11.88p (10.35p).

Budgen sells Charbonnel Et Walker

By Lisa Wood

Budgen, the supermarket group, has sold its Charbonnel Et Walker confectionery business for an undisclosed sum. The purchaser, Mr Allan Blacher, a marketing consultant, is backed by a City institution.

Charbonnel Et Walker manufactures its own chocolates and has one shop in Old Bond Street, London, and a hand-made box manufacturing business. It had sales last year of about £1.25m. It has been unprofitable for some time.

When the intended sale was announced early this year Budgen was understood to be looking for a purchase price of between £1m and £2m. Budgen then said that it was selling the business because it did not fit in with its supermarket operations and the scale of the business was inappropriate.



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Wm Low

Profits up 53%

Summary of results for the 52 weeks ended 2 September 1989

	1989	1988	Increase
	£000	£000	
Turnover	304,315	265,190	15%
Profit before Tax	17,658	11,547	53%
Earnings per share—basic	25.60p	18.73p	37%
—fully diluted	22.29p	17.92p	24%
Dividends per share	6.50p	5.67p	15%

Full accounts for the period to 2 September 1989 on which the auditors have given an unqualified report will be delivered to the Registrar of Companies in due course.

Copies of the Annual Report and Accounts can be obtained from:
The Secretary, Wm Low & Company PLC, PO Box 73, Baird Avenue, Dundee, DD1 9NF.

UK COMPANY NEWS

Housebuilder predicts reduced annual profits as margins suffer Westbury restricted to £18.2m

By Ray Bashford

WESTBURY, the Cheltenham-based housebuilder, has restricted its pre-tax profits...

downturns in specific areas, such as that which has taken place in the south-east of England.

slipped, will be under intensified pressure. In spite of these difficulties, Westbury appears much better placed than many of its competitors to ride out the storm.

Psion funds expansion with £4.8m cash call

By Alan Cane

PSION, the USM-quoted microcomputer manufacturer best known for its Organiser electronic notebook, is raising a net £4.8m through a rights issue to finance substantial expansion during 1990 and 1991.

CEI acquires US instrumentation group for \$5m

By Andrew Bolger

CAMBRIDGE Electronic Industries, the component and instrumentation group, plans to buy a US manufacturer of infrared detectors and calibrated radiation sources.

to acquire the growth areas. Infrared Industries' net tangible assets were valued at \$3m at June 30. It is estimated that sales this year will be \$2.8m and profits \$100,000.

Godfrey Davis buys Co-op Laundries

By Clare Pearson

GODFREY DAVIS Holdings, the car dealing and laundry group, has acquired the Co-operative Laundries Society for about £11.35m cash.

Adwest pays £10.1m for US expansion

By Andrew Bolger

Adwest Group, the diversified engineering and property group, yesterday announced that it had paid £10.1m for Abbott Transistor Laboratories, a private Californian company.

J Smart rises 56% to £3.14m

By Nigel Clark

J SMART & Co (Contractors) reported pre-tax profits up from £2.01m to £3.14m, a rise of 56 per cent in the year to the end of July.

side was little changed. There was also an exceptional credit of £255,000 from the sale of land.

year was going. Turnover was slightly higher at £12.57m. After tax of £1.05m (£725,000) profit attributable to shareholders was £2.09m (£1.83m) for earnings per share of 20.74p (12.75p).

MMT Computing shows advance to over £2m

PRE-TAX profits at MMT Computing, a USM-quoted computer systems consultant, rose 32 per cent in the year to August 31.

increased contribution from investment income of £372,000 (£118,000).

Thorpac more than trebled at £0.9m

Thorpac Group, the USM-quoted marketing and distribution concern, achieved a sharp increase in pre-tax profits in the six months to September 30.

year was going. Turnover was slightly higher at £4.1m (£3.7m). After tax of £0.15m (£105,000) profit attributable to shareholders was £0.29m (£215,000) for earnings per share of 0.9p (0.83p).

GPA climbs to \$114.8m and sees further growth

By Kieran Cooke in Dublin

GPA, the world's leading aircraft leasing company, announced after-tax profits of \$114.8m (£73m) for the six months to September 30, a 60 per cent increase on the same period last year.

to recent GPA equity and debt offerings had been very encouraging. "This provides solid evidence of the support we enjoy from financial institutions worldwide in moving ahead with our carefully planned growth."

British Borneo over £1m midway

British Borneo Petroleum Syndicate returned to profits growth in the six months to September 30 with a 16 per cent advance from £943,248 to £1,09m.

The interim dividend is maintained at 8p and the final dividend is expected to also be maintained at 16p.

Two deals by Evans Halshaw

EVANS HALSHAW, the multi-franchised vehicle distribution group, has completed two agreements affecting its vehicle management division.

Gresham House nav at 74p

Gresham House, an investment trust, reported net asset value of 74p at June 30, against 71.5p six months earlier.

NEWS DIGEST

Amstrad chairman, transferred 500,000 ordinary to the foundation of which he is a trustee, along with Mr NF Shearman.

£3.4m acquisition for Woodington

Woodington, the Irish shell company into which Mr Phil Edmonds, the former England cricketer, injected his business interests, is to buy the Imperial Hotel in Cork for £3.4m (£3.1m).

PUBLIC WORKS LOAN BOARD RATES

Table with columns: Term, Rate by EPY, Rate by AYT, Rate by AYT, Rate by EPY, Rate by AYT, Rate by AYT. Rows include Over 1 up to 2, Over 2 up to 3, etc.

*Non-quota loans B are 1 per cent higher in each case than non-quota loans A. †Equal instalments of principal. ‡ Repayment by half-yearly annuity (fixed equal half-yearly payments to include principal and interest) § With half-yearly payments of interest only.

Check in advertisement for SAS EuroClass service, featuring the SAS logo and an airplane illustration.

ADAMAS INDUSTRIES offer for RW Toothill had received acceptance in respect of 264,079 ordinary (£2 per cent) by 3pm on November 1.

ADAMAS INDUSTRIES offer for RW Toothill had received acceptance in respect of 264,079 ordinary (£2 per cent) by 3pm on November 1.

Check out advertisement for SAS Hotel services, featuring the SAS logo and an airplane illustration.

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One of them was for a channel devoted to sport, sport and nothing but sport.

Not content to plan a sports channel, at British Satellite Broadcasting, we set our sights on laying the foundations of what we trust will become The Sports Channel.

Given that line of thinking, it wasn't long before Bryan Cowgill's name cropped up.

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Before Grandstand, sport on television on Saturday usually consisted of some racing and 30 minutes or so of recorded highlights. Often screened hours after you'd heard the result while you were checking your pools coupon.

Before Match of the Day, there was no regular multi-camera coverage of league or cup football matches.

Before Sportsnight, mid-week was a desert as far as sport went. And, for previews of the next weekend's major events, you had to read a newspaper.

As BBC Television's first and longest-serving Head of Sport and, later, as Chairman of ITV's Network Sports Committee, Bryan Cowgill can be fairly described as having shaped televised sport in Britain and set a standard for the rest of the world.

He even coined the phrase 'Action Replay' to describe the slow-motion technology he introduced during the World Cup back in 1966.

'Yes,' we thought, 'he'll do nicely.'

Months of negotiation and planning later, here's an outline of what you can expect from BSB's Sports Channel, come Spring.

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TECHNOLOGY

Supersonic jet sets up for business

SOVIET jet fighter technology and a US aerospace company have joined forces to develop the first supersonic business jet. The initial design for SSBJ - a miniature supersonic airliner with 12 seats - will be finalised on November 15.

The jet, which is likely to cause little or no sonic boom, could be flying within three to five years - less than half the time needed to make a second Concorde.

Sonic boom is related to aircraft size. Its sonic boom limits it to operation over water. The business jet will fly at a speed of 1500 mph - 7 per cent faster than Concorde.

The Soviet contribution is from the Sukhoi Design Bureau, known for designing jet fighters that can shoot down western bombers. Sukhoi is co-operating with Gulfstream Aerospace of the US, which makes subsonic corporate business jets.

Rolls-Royce, the UK aero engine manufacturer, will supply the engines for Gulfstream aircraft. It is working with the Soviet Lyulka Design Bureau on the development of supersonic engines.

The groups believe that a supersonic business jet would be successful due to continued demand for supersonic seats. There are few prospects of a successor to Concorde, scheduled to cease operation by British Airways in 2005.

Gulfstream and Sukhoi say that the project is a joint challenge and a high risk, but the potential returns make it worthwhile. Sukhoi will provide most of the investment for the project, estimated at about \$1bn. It will produce the aircraft, at a profit, in return for dollar income.

Gulfstream announced last year that it was studying the development of a supersonic business jet. Sukhoi had already been working for a year on plans for a supersonic transport aircraft.

Lynton McLain

Dr Paul Janssen speaks to Clive Cookson about his thoughts on the pharmaceutical industry

A traditionalist still in fashion

"NO ONE has a good word to say about chemistry any more," laments Dr Paul Janssen, the world's most successful exponent of drug development through straightforward chemical synthesis.

He feels angry that simple chemistry is being neglected because of all the publicity given to biotechnology and fashionable new research techniques such as computer modelling.

Dr Janssen directs research at Janssen Pharmaceutica, the Belgian drug company which he founded in 1953 and sold in 1961 to Johnson & Johnson, the US health care group.

Over the last 36 years 83,000 new chemical compounds have been made at Janssen's research and production centre outside the small Flemish town of Beerse, and 70 of them have become commercial products.

There is no sign that the stream of new products is about to dry up. Dr Janssen says that the company has a further 28 drugs undergoing clinical trials (plus seven new animal health and five plant protection products).

cent a year and will contribute half of Johnson & Johnson's worldwide net earnings this year, according to Dr Janssen. Johnson & Johnson corporate management in New Jersey says that is an overestimate but refuses to divulge the true proportion. Lohson believes it could be 40 per cent.

"Janssen has been extraordinarily productive in producing new drugs but many of them have not been exploited commercially as well as they could have," says Professor Stuart Walker, director of the UK Centre for Medicines Research.

He is particularly upset about levamisole, a chemical originally introduced in 1988 to remove parasitic worms from animals' guts. During the early

press the claims of levamisole and finally last month a large American study was published, showing that the drug does improve the chances of survival after surgery for colon cancer. It has been endorsed by the US National Cancer Institute and is likely to become a standard treatment.

"The world only believed what we said 15 years ago, hundreds of thousands of lives would have been saved," Dr Janssen says. He says that the company finds it much easier to develop and commercialise new drugs in fields in which it has an established reputation, such as gastro-enterology and psychiatry, than in other areas such as cancer and cardio-vascular medicine.

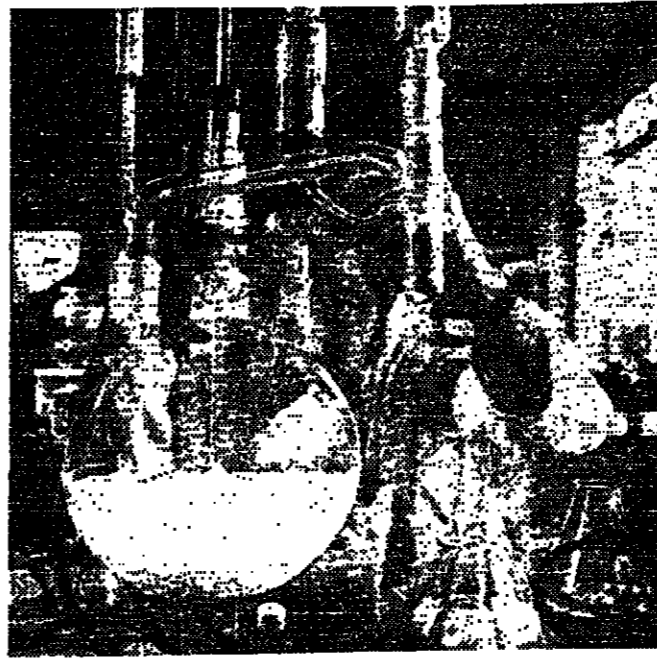


Had the world only believed what we said 15 years ago, hundreds of thousands of lives would have been saved

- Paul Janssen

1970s Janssen presented the US Food and Drug Administration with clinical evidence that levamisole was an effective treatment for some forms of cancer, especially tumours of the colon which kill 50,000 Americans a year. Dr Janssen says that the FDA refused to license levamisole as a cancer drug because they did not believe our European data and there were almost no American data.

pressure but he realises that it will be difficult to persuade doctors of its superiority. Dr Janssen believes that his company can maintain its record of innovation by relying on traditional synthetic chemistry for the foreseeable future. Unlike many other pharmaceutical companies, Janssen has no intention of going into biotechnology production (making drugs in fermenters with genetically engineered micro-



organisms or cell cultures). "People often misunderstand my views on biotechnology," Dr Janssen says. "I'm not looking down on biotechnology. On the contrary, I'm in love with it intellectually."

He believes that its practical importance is as a research tool and that its significance for pharmaceutical production has been much exaggerated.

Johnson & Johnson gives Dr Janssen complete freedom to control the activities of the 950 researchers who work on the spacious green campus at Beerse. All 5,000 new compounds synthesised every year are first approved by him - and many are his own ideas.

The chemists who make the new compounds (which usually appear first as about 5 grams of white powder) get quick feedback about their pharmacological activity. Dr André Reyntjens, Janssen's research vice-chairman, says that preliminary pharmacological screening is as a "white powder" and that its significance for pharmaceutical production has been much exaggerated.

"Imagination is more important in this field than knowledge. It's like playing chess." Dr Janssen says. "Reyntjens testifies to the fertility of Dr Janssen's imagination. At a recent meeting to plan the synthesis of AIDS drugs he wrote down the structure of 'several hundred new compounds' that he thought would be active against the AIDS virus."

Although Janssen researchers use computer graphics to study three-dimensional models of receptor binding sites, Dr Janssen says that the importance of molecular modelling is over-rated. "The knowledge we gain is not sufficient to design a drug. Most of the stories being published about molecular modelling are simply stories. I have not heard of even one drug that has been designed using this logical approach."

Dr Janssen's attitude to pharmaceutical discovery may be old-fashioned, but most people in the industry believe that he will generate innovative new drugs for several more years. Given the typical 10-year time lag between the discovery of a drug and its commercial introduction, his golden legacy is likely to last long enough to satisfy even the most far-sighted investors in Johnson & Johnson.

Willow stumped by synthetics

That familiar sound of leather on willow might become rare if chemists have their way. In a few summer's hence English village greens could resound to leather on Twaron or Kevlar HP. These are brand names given to a nylon derivative called aramid, which is one of many synthetic fibres used to make rackets, bats, sticks and the various implements sports people use to hit a ball.

"You no longer need wood in any sport that involves hitting a ball or puck," says Tony Stacey, a fibre and plastics technologist in the Netherlands. "But wood is still favoured by professionals in many sports, such as baseball and golf, because it gives a feel to the stroke. Traditional woods, such as willow, are becoming scarce. Disease in English willow, for example, has depleted the cricket bat industry's stocks."

With increasing green attitudes there will be a limit to the number of trees that can be cut down to give a recreational player a luxury article, says Stacey. He makes one of the world's premier hockey sticks, which bears his name. He buys a hickory wood from mulberry wood in Pakistan and covers all but the head in layers of synthetic fibre and resin. The fibre adds strength and the resin enters the pores of the wood to form a strong amalgam of natural and synthetic materials.

The only two major sports where synthetics have not taken over are cricket and hockey. Cricket bats are still made completely of wood but hockey sticks are about 50 per cent synthetic. The head of a hockey stick must be wood because of a ridiculous rule based on the misconception that a synthetic or reinforced head would be dangerous, he says. Stacey expects world hockey officials to relent soon. He says the sticks will be wholly synthetic within three to five years.

Stacey made a laminated cricket bat which was tested in the Netherlands. "The player said he had never hit a ball so far. But the bat made a funny sound which would take some getting used to by a traditional English player," he says. "The consistency of wood varies greatly. This makes it difficult for manufacturers to

make quantities of rackets, bats and sticks which are of uniform weight, strength and stiffness. In the early 1960s designers started reinforcing wood with synthetics. This provided the uniformity needed to produce reasonable quantities at competitive prices.

The first of these products were ice-hockey sticks. Then followed aluminium baseball bats, which are still used by most amateurs. Most professional baseball players prefer the traditional bats made from North American ash, known as northern white because the wood comes from trees that grow on the north slopes of the mountains.

Tennis, squash and badminton rackets were the next to change. First the wood was strengthened with synthetics and then designers started making wholly synthetic rackets in moulds. They chose carbon fibres, the material favoured by the aerospace industry and Formula One car designers, bonded with resin. The tougher and more resilient frame allowed a higher string tension than wooden rackets, which meant players could hit the ball harder.

Carbon fibre is also used to make fishing rods and the shafts of golf clubs. Manufacturers produce about 6,000 tons of the fibre a year and a third is consumed by the leisure industry, according to Tony Howard, marketing director of Courtaulds Grafal, a maker of carbon fibre in Europe. But the most widely used fibres in the sports industry are made from glass and aramid. These materials and carbon fibres are now in competition with a new range of fibres made from polyethylene and ceramics. "Polyethylene still has a few shortcomings. I doubt if it will take over from glass and aramid in the near future," says Stacey.

Increased use of synthetics is causing concern for designers and manufacturers of sports equipment. They need to know about physics to understand strengths and stresses. And they have to be well versed in modern chemistry to produce appropriate resin systems. "The days of a paint brush and a pot of resin are long gone," says Stacey.

Peter Knight

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THE PROPERTY MARKET

Quiet times with the solace of rumour

By Paul Cheeseright

The tea leaves are murkier than usual. Trying to see which way the property share market might move, or even whether it might move at all, is fraught with more than the customary difficulty.

The share market is not only low, but passive. Prices have recovered slightly from the bump of mid-October but there is very little trade. This is not exclusive to the property sector, of course, but property has been in the doldrums rather longer than the general equity market.

The mood is sensitive, fragile. There is no other way to explain the reaction, first in September, to the Savills suggestion that there could be a surplus of second-hand property in London, and second in October, to the Barclay de Zoete Wedd estimates of excess space and expectation of forced sales.

The market was upset by isolated reports which, whatever the merits of their research, simply took a stage further and made explicit what many peo-

ple have been thinking since the beginning of the year. It was as if there was a search for another reason to lower share prices.

Share performance has been anticipating a downturn in the property market since last year, although the returns from property as measured by the Investment Property Data-bank are still running higher than those being obtained by equities and gilts. There is, to be sure, a downturn but it is from exceptionally high levels.

The events in the general economy have recently been tending to justify the pessimism. For all the capping, a base rate of 15 per cent is uncomfortable. Well-financed property developers and investment companies may be able to absorb it but there are many commercial companies which find it more difficult and which will cut their demands for space.

On top of all this, of course, has come the turmoil in the Government and the uncertainty it has engendered in the business world.

The situation on both the share and direct property markets is not unlike that after the equity market crash in October 1987. Then, on the direct market, the amount of investment deals diminished and buildings were slower to lease. It was not that prices dropped, simply that business stalled.

In the same way now, agents are reporting signs that companies are hanging back from leasing new premises, waiting to see whether the political situation will quieten, how economic policy will evolve and what is the response of the financial markets. There is no hurry to act: best to be on the cautious side.

This is bad news for the share market, which thrives on the activity outside it. If there is diminishing activity, there is less to grasp, less stimulus to buy or sell. This could, of course, be only a temporary phase: both the share and the direct property markets picked up quickly in the early months of 1988 when it became apparent that the demand for space remained firm.

But there could be an extended period of gloom on the share market if the special factors created by the events of the last fortnight are seen as compounding existing doubts. As Alec Palmore of Laing and Cruickshank remarked, "People have lost their certainty about what the future holds for property." The uncertainty though can be played both ways. First, it can be used as a reason for simply staying away from the market. If there is going to be blood on the walls as over-extended developers seek escape routes, then it is safer to stay away.

But, second, it can be argued that prices are now so low that

UNFASHIONABLE it may be but there are still some companies which would like a stock market listing. Lexington Securities is one and, indeed, is even now examining the possibilities of reversing into a quoted company.

Lexington, which opened its doors for business last year, with £1.6m of backing provided by half a dozen institutions, is seeking both to clean up its capital base - there has been some private buying and selling of its shares among Australian backers - and to extend it.

But any reverse takeover

it is crazy not to buy. In the sector the average discount to estimated current net asset value, calculated by UBS Phillips & Drew, is 39.8 per cent. This is a huge discount if measured against the discount averaged out over the last 10 years: this is 23.9 per cent. The argument here is that, short of disaster, all the bad news is now in the price.

Yet there are few around the market predicting a sudden revival of trading activity. "The only thing to get the equity market moving will be corporate activity and the assumption here is that most of it will come from overseas," said Alex Moss of Barclays de

Zoete Wedd. But, as Mr Moss conceded, there were thoughts along these lines before base rates reached 15 per cent.

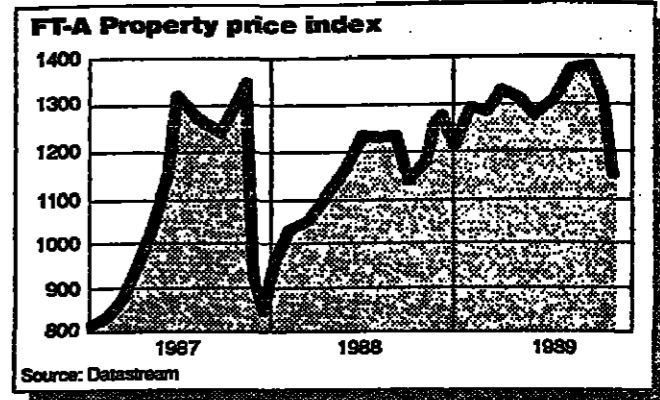
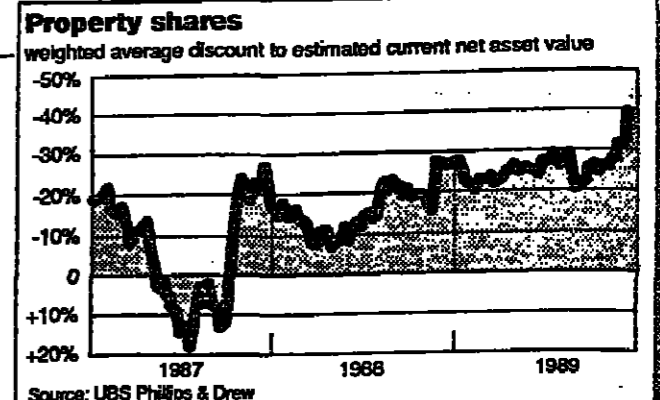
Certainly a bout of corporate activity in the spring, when Arlington, Imry Merchant Developers and Rendworth were taken over, had a stimulating effect. But it is wholly unpredictable.

Meanwhile there is the solace of rumour which, with weary repetition, cites Great Portland Estates and Slough Estates as possible targets, and the rubbing of hands over the possibility of US pension funds buying a property company or two.

assorted, is conservative and straightforward. His recipe for survival is simpler to say than to achieve: "Try to buy a bit under value. Don't pledge the future. Don't overgear."

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Liability for harbour damage insured

TURNER v MANX LINE LTD
 Court of Appeal (Lord Justice Neill, Lord Justice Ralph Gibson and Lord Justice Stuart-Smith), October 24 1989

A SHIPOWNER'S insurance under an ITCHPE policy against liability for damage caused by his vessel to a harbour, covers his liability as operator of the vessel and is not limited to strict liability arising out of his proprietary interest.

Manx Line accepted liability to indemnify the Board, and paid it \$282,619. Together with the Board and the Linkspan lessors, it sued the manufacturers. The manufacturers paid a sum in settlement.

The shortfall between the settlement monies and the claim for damage to the Board property was \$369,692.

Manx Line claimed under the Hull policy. It retained \$282,619 out of monies otherwise due to the underwriters under subrogated rights in respect of other parts of the claim against the manufacturers. The sum was placed in an interest-bearing escrow account.

LORD JUSTICE NEILL said that Manx Line was lessee of a Linkspan, which was a floating roadway from car ferry to shore.

It insured the Linkspan as a "vessel" with Lloyd's underwriters on a standard policy of marine hull insurance, incorporating the Institute Time Clauses' Hulls' Port Risk (ITCHPE).

In August 1978 Manx Line entered into an agreement with the Isle of Man Harbour Board, by which Manx Line was permitted to attach the Linkspan to the board's property at Victoria Pier, Douglas.

By that agreement Manx Line accepted responsibility for any loss or damage to the Board's property arising out of the use and operation of the Linkspan.

In the present action the underwriters sought payment of the monies recovered by Manx Line.

It had been agreed that if the underwriters were successful they should be entitled to the full sum in the escrow account in full satisfaction of their claim and that if Manx Line was successful it would receive \$3.8 per cent, and the balance would be paid to the underwriters.

Mr Justice Hirst decided in favour of Manx Line. The underwriters now appealed.

Clause 1 of the ITCHPE policy provided that the assured should be indemnified if he became liable to pay damages for collision with another vessel.

Clause 3 covered the assured "if by reason of interest in the vessel" he became liable to pay in respect of "loss of or damage to any harbour . . . jetty."

Manx Line argued that the Harbour Board's claim fell within clause 3(c).

Mr Sumption for the underwriters submitted that the policy did not extend to Manx Line's liability, because of a crucial limitation imposed by the phrase "by reason of interest."

He said a distinction had to be drawn between liability attaching to shipowners because they were owners or had some proprietary interest, and liability incurred from operating a vessel; and that "by reason of interest in the vessel" made it clear that cover was restricted to circumstances where possession of an interest in the vessel was an essential element of liability.

He accepted that an exclusive possessory interest as lessee and bailee was sufficient, but argued that that interest had to be causative of the liability or claim.

Mr Sumption referred to *Sturge v Hackett* [1962] 1 Lloyd's Rep 117, 124 which concerned a householder's policy covering "all sums for which the assured (as occupier . . .) may be held liable."

Mr Justice McNair, whose approach to construction was upheld in the Court of Appeal, said that occupation was "an essential ingredient of the liability."

Also, in *Rigby v Sun Alliance* [1980] 1 Lloyd's Rep 359 which concerned an insured's liability "as owner" of a house, Mr Justice Mustill said the words denoted that the insured's status as owner was "an integral part of the cause of action against him."

In *McDermid v Nash Dredging* [1987] AC 96 Lord Brandon construed "any person interested in . . . the ship" in section 3 of the Merchant Shipping (Liability of Shipowners and Others) Act 1958 as meaning "a person having a legal or equitable interest in the ship."

Mr Justice Hirst was right in deciding that Manx Line was entitled to recover.

In construing an insurance policy, to ascertain the intention of the parties it was necessary to look at the whole policy, and to consider the terms used in their plain and ordinary sense.

It was also necessary to take account of surrounding circumstances known to the parties when the contract was made.

Clause 3 was clearly intended to be an extension of the cover provided by clause 1. Read in conjunction with other clauses it extended to liabilities arising otherwise than under statute or strict liability attaching only to an owner.

"By reason of" and "interest in the vessel" should be construed in a broad rather than a narrow sense.

The householders' policies were not decisive. They were decided on their particular facts and the particular wording of the policies. Nor was "interest" limited as it was in *McDermid* to a legal or equitable interest.

The court should see whether there was some nexus between the assured's liability and his interest in the vessel. It might be as owner or lessee or bailee. But he might also be interested in the vessel as its operator or user.

There was no reason to exclude from the clause 3 liabilities those which the assured might incur as operator or user rather than as owner or lessee.

The appeal was dismissed.

LORD JUSTICE RALPH GIBSON, agreeing, said that "by reason of interest in the Linkspan" did not expressly require that the liability must be by reason only of interest in the Linkspan or that such interest must be the only reason for the liability.

An assured might become liable to pay claims arising from other matters listed in clause 3 which included his relationships to other parties, his actions and failures to act.

The ordinary and popular sense of the words considered in their immediate context was not limited to, although it included, liability in circumstances in which the proprietary interest was a legally essential element of the liability.

The words were satisfied if the assured showed that his interest in the Linkspan could properly be regarded as one of the reasons for his becoming liable.

LORD JUSTICE STUART-SMITH, also agreeing, said that the solution was derived from the answers to the following three questions.

1. Why did Manx Line incur liability to pay the Board? Because it entered into a contract to indemnify the Board against all loss or damage arising out of its operation of the Linkspan.

2. Did Manx Line incur such liability by reason of its interest in the Linkspan? Yes. It did because it owned and operated the Linkspan and could not operate it without entering into the agreement with the Board.

3. Did the liability arise from loss or damage to any harbour or jetty? Yes.

If these answers were correct, Manx Line was entitled to indemnity under the policy, he said.

For the underwriters: *Jonathan Sumption QC* and *Jeffrey Gorder (Ince & Co)*
 For Manx Line: *Anthony Diamond QC* and *Simon Crookenden (Holman Fenwick & Wilton)*

Rachel Davies
Barrister

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38 26	Armitage and Rhodes	29	0	-	-	-
210 149	Bardon Group (SE)	163	0	4.5	2.6	15.0
125 103	Bardon Group Co. Prof. (SE)	103	0	6.7	6.5	-
123 77	Bray Technology	77	-1	5.9	7.7	6.8
110 105	Brenhill Cons. Prof.	105	0	11.0	10.5	-
104 100	Brenhill B.Y. New C.C.R.P.	104	0	11.0	10.6	-
305 285	CCL Group Ordinary	292	+2	14.7	5.0	3.6
176 168	CCL Group 11% Div. Prof.	172	0	14.7	8.5	-
225 140	Certo Plc (SE)	210	0	7.6	3.6	12.4
110 109	Carbo 7.5% Prof (SE)	110	0	10.3	9.4	-
7.5 1.5	Magpet Sp Non-Voting A Com	1.5mm	0	-	-	-
5 0.75	Magpet Sp Non-Voting B Com	0.75mm	0	-	-	-
130 119	Ice Group	120	0	8.0	6.7	6.9
145 58	Jacobs Group (SE)	102	0	3.6	3.5	11.9
322 261	Melrose House (SE)	285	0	-	-	-
158 76	Robert Jenkin	156	0	10.8	6.4	5.7
467 345	Scotran	375	0	18.7	5.0	10.0
300 270	Torbay & Carlisle	290	0	9.3	3.1	10.4
117 100	Torbay & Carlisle Conv Prof	109	-1	10.7	9.8	-
122 80	Trevina Holdings (USM)	80	0	2.7	3.4	8.6
150 104	Unilever Europe Conv Prof	150	0	9.3	6.2	-
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370 325	W.S. Yates	325	0	16.2	5.0	26.9

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COMMODITIES AND AGRICULTURE

Tin creditors expected to settle for 40p in the pound

By Kenneth Gooding, Mining Correspondent

CREDITORS WHO claim the International Tin Council owes them more than £500m will almost certainly accept an out-of-court settlement worth 35p to 40p in the pound, it was indicated yesterday.

This followed agreement, late on Wednesday, between representatives of the 22 member countries of the ITC to provide £182.5m to settle the long-standing legal claims.

"If the money is there, one can see an end to a very sad and very sick saga," said a representative of one of the creditors yesterday.

The ITC delegates were more cautious. "There is now a basis, a very strong basis, for a joint effort to reach a solution," said the Reuters news agency. "It is an extremely important step, but it is not the end of the day yet. It opens up another door."

The caution stems from the fact that there are more than 35 creditors and the ITC members are insisting that all of them accept the deal at one time.

However, a creditor said: "We can understand that the states want sign-off in a manner that means they can forget about this sorry affair once and for all. They want creditor solidarity and basically it is there."

"There is one little local difficulty, but I don't see that as a problem."

Creditors once hoped to be paid in mid-December but now have asked for their pay-off by January 15.

When informal talks started this week the ITC was still £12m short of the £182.5m that creditors insisted was the minimum needed to drop litigation claims. But by Tuesday evening the shortfall was narrowed to between £2m and £3m after Malaysia, West Germany, Japan and the UK promised the extra cash between them.

Full details of how the pay-out will be raised have not been disclosed but ITC delegates said that Japan and

Britain - the two biggest contributors - have both agreed to pay more than their fair share.

Analysts estimate that Japan will pay about £40m and the UK £30m.

Malaysia will contribute about £23m pounds; West Germany more than £17m and Thailand £8.3m.

Creditors launched legal actions against the ITC after the collapse of the council's market support operations in October 1985 left banks and brokers with heavy losses. Discussions to settle out of court have been going on almost as long.

Brokers who bought tin on the London Metal Exchange on behalf of the ITC were left with a metal that lost almost half its value. Banks lost money as the value of ITC loan collateral fell.

Creditors met with little success in the courts. The House of Lords, the highest British court, dismissed creditor appeals last week.

BRITAIN'S £250m beef exports are potentially under threat because of the continuing prevalence of the cattle madness disease, bovine spongiform encephalopathy.

The disease, which is currently affecting between 500 and 600 cows a month, has escalated. Manufacturers say this is because demand is nearer 2.1m tonnes but Mrs Benazir Bhutto, the Prime Minister, says an artificial shortage of sugar has been created by hoarders to force up prices.

At a last rally last month Mrs Bhutto warned traders to bring down the price from Rs13-14 (35p-42p) to Rs10 a kilogram or the Government would import sugar and sell it cheaply.

Some 80,000 tonnes have already been imported - 12,000 from Thailand, 18,000 from China and the rest under tender from the French firm Scud.

At high international prices of more than \$490 per tonne, with distribution costs and 20 per cent subsidies, this has cost the Government \$10m in scarce foreign exchange.

On paper Pakistan is fighting a losing battle to meet its export obligations, writes David Blackwell, The London Daily Price for raw logs by \$12-60 to \$357.30 a tonne yesterday.

"Brazil has become the focal point in a tight market which has been fairly dull," said Mr Chris Pack of Czarinkoff, the London trader, yesterday. "The funds pounce on these things as an opportunity for putting a bit of life back into the market."

But he added there was no doubt Brazil was in considerable difficulties meeting both its internal and export obligations. The country's authorities were now becoming aware of the demand for both sugar and fuel ethanol were running away with cane output, he said.

Two years of production with retrospective effect, had been given because of the high capital outlay of new mills.

These concessions had helped make the industry one of the country's most profitable. Three-quarters of private mills are owned by politicians, mostly from the previous regime when they got sanctioned by the Government in opposition, believe the Government's withdrawal of exemp-

Cattle disease threatens UK exports

By Bridget Bloom, Agriculture Correspondent

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Pakistan pays for its sweet tooth

Christina Lamb on a Government drive to force down the sugar price

THE PAKISTANI Government is trying to fight the rising cost of having a sweet tooth, subsidising imported sugar sold in state-owned shops which increased by 40 per cent this summer.

According to the Government there is plenty of sugar available. Yet while their figures show production of 1.858m tonnes, easily sufficient for an estimated consumption of 1.818m tonnes, prices have escalated. Manufacturers say this is because demand is nearer 2.1m tonnes but Mrs Benazir Bhutto, the Prime Minister, says an artificial shortage of sugar has been created by hoarders to force up prices.

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Benazir Bhutto: Blames high prices on hoarders

mills has doubled from 22 to 45 and cane production has increased, reaching its peak of 36.5m tonnes in 1981-82.

The Government has tried to reverse its subsequent decline. In 1985 the Government gave concessions to sugar mills and since 1987 has given incentives to growers in the form of substantially increased support prices. The industry's average production for the previous two years, had been brought in to encourage mills to extend the crushing season beyond when it was economic and to haul sugar-cane from distant provinces. The second incentive, a 50 per cent excise duty rebate for the first

to lack of credit, fertilizer, pesticide and high yielding varieties.

At present nearly half the sugar-cane produced is processed to refined sugar, while the rest is converted to "gur" - brown and lump sugar produced in rural villages and sold mostly in rural areas. This trend is increasing causing a loss to the exchequer because factory manufacturers pay no excise duty while mills pay Rs2.15 per kilogram.

Sugar manufacturers are angry because in the June budget, the Government abolished customs duty of Rs4 per kilogram on imported sugar to compensate rising international prices, and withdrew two major incentives introduced in 1985. The first, exemption of excise duty on sugar produced in excess of the factory's average production for the previous two years, had been brought in to encourage mills to extend the crushing season beyond when it was economic and to haul sugar-cane from distant provinces. The second incentive, a 50 per cent excise duty rebate for the first

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Outokumpu's Chilean mine plan

By Kenneth Gooding

OUTOKUMPU, THE state-owned Finnish group, said yesterday it expected to take control of the Zalivard mine in Chile, widely considered to be one of the largest undeveloped copper ore deposits in the non-communist world.

If all goes to plan, Outokumpu expects to start production early in 1993.

The group said it had been informed by the present owner of Zalivard, 150 km south east of Antofagasta, that Outokumpu was the sole bidder when tenders closed on October 31 with an offer of \$25m.

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OUTOKUMPU also said yesterday that copper and nickel production at its Harjavalta works in western Finland was back to full capacity after an explosion in 1988, reports Reuters from Helsinki.

The company said the explosion in an oxygen plant, which halted production in Harjavalta's nickel and copper smelters, cost \$400m (£118m). Repair costs would be \$200m and the lost production was worth \$150m. Insurance would cover both expenses, Outokumpu added.

The oxygen plant was now working normally.

The copper smelter produces 300 tonnes of anode a day and the nickel plant produces 50 tonnes of cathode.

Further detailed drilling and test work are to be undertaken before a final decision is taken to develop the deposit, it added.

This is the second move into

Chile by Outokumpu in two months. It previously announced a deal with Antofagasta, the UK quoted company with a wide range of Chilean interests, to build a copper treatment plant and take an equity interest in the venture.

That deal indicated that Outokumpu had made a breakthrough in its dealings with the Finnish trade unions. When Outokumpu previously wanted to move into Chile it faced strong protests from the unions because of that country's right-wing Government. That pressure ended a possible deal with Rio Algom and the unions also threatened to stop imports of copper to Outokumpu from Chile's large Escudilla mine, due in 1991.

However, Mr Heikki Solin, president of Outokumpu Resources, the Finnish group's international mining arm, said at the time of the Antofagasta deal that the union was talking a more realistic view of Chile after sending a delegation there.

Clash shuts Surinam bauxite unit

THE SURINAM Aluminium Company (Suralco) has suspended operations in Moengo, the country's main bauxite mining town, following a clash between militant Indians and a faction of an anti-government rebel group, writes Canute James in Kingstown, Jamaica.

Officials at Suralco, a wholly

owned subsidiary of the Aluminium Company of America (Alcoa), said the shutdown had not yet affected the operations of the country's 1.2m tonnes-a-year refinery or the 60,000 tonnes-a-year smelter.

They said, however, that unless the safety of workers could be guaranteed, and the mining restarted in a few days,

the refinery and smelter could be forced to reduce production.

An occupation of Moengo two years ago by rebels, who also damaged power lines, seriously affected the refining and smelting industry. Moengo was evacuated while the refinery was fed with ore imported from the Dominican Republic and elsewhere in Surinam.

SUGAR PRICES CONTINUE TO RISE

SUGAR prices continued the overnight rise sparked by market talk that Brazil would be unable to meet its export obligations, writes David Blackwell, The London Daily Price for raw logs by \$12-60 to \$357.30 a tonne yesterday.

"Brazil has become the focal point in a tight market which has been fairly dull," said Mr Chris Pack of Czarinkoff, the London trader, yesterday. "The funds pounce on these things as an opportunity for putting a bit of life back into the market."

But he added there was no doubt Brazil was in considerable difficulties meeting both its internal and export obligations. The country's authorities were now becoming aware of the demand for both sugar and fuel ethanol were running away with cane output, he said.

Two years of production with retrospective effect, had been given because of the high capital outlay of new mills.

These concessions had helped make the industry one of the country's most profitable. Three-quarters of private mills are owned by politicians, mostly from the previous regime when they got sanctioned by the Government in opposition, believe the Government's withdrawal of exemp-

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Turkish grain loans arranged

TURKEY'S STATE-owned Soil Products Office (TMO) has contracted two loans worth a total \$100m from France for the purchase of French and International Agricultural Bank of India, Afghanistan and Iran where prices are far higher.

French wheat totalling 550,000 tonnes will be imported under an \$85m three-year state credit at Libor plus 0.06 per cent. A four-month loan from Bank International de Commerce at Libor plus 5 per cent annual interest will finance wheat purchases from other countries.

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Tax problem stalls platinum project

By Jim Jones in Johannesburg

THE SOUTH African Government's reluctance to grant tax concessions has halted the development of a new platinum mine by Rustenburg Platinum. Rustenburg had hoped the authorities would allow capital expenditure on the proposed Maandagshoek mine in the eastern Transvaal to be set against the taxable profits of the company's other mines.

Originally it had planned to develop a mine on the Maandagshoek property to process about 100,000 tonnes of Merensky and UG2 reef ore a month. However, the company says the proposed mine would be a comparatively high cost producer, making investment uneconomic without the tax concessions.

As an alternative Rustenburg is now examining the feasibility of developing a 200,000 tonnes-a-month mine to exploit Atok reef ore near the Transvaal province of Potgietersrus. Trial milling and feasibility studies will be completed by the end of September next year and a decision on the new mine is to

be taken by September 1991 at the latest. The Platref ore is estimated to contain 8.3 grammes a tonne of combined gold and platinum. The minerals as well as about 0.26 per cent nickel.

If the Platref mine does not go ahead Lelewa Platinum, Rustenburg's subsidiary, will increase production at the Atok reef mine in the Lelewa homeland to 100,000 tonnes a month. At present Atok's production is 50,000 tonnes but this is to be increased to 70,000 tonnes early in 1991.

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LONDON MARKETS

NEWS that a threatened strike at Exon's Disputada mines in Chile had been averted depressed copper prices on the LME yesterday after sparking liquidation orders. Miners accepted a last-minute settlement which doubled a previous offer, lifting values by 5 per cent and adjusting for inflation every four months. Tin prices were ahead by the close, but well down on the levels set in the morning, when a technical correction to this week's sharp falls soon lost momentum. Lead continues to be underpinned by European supply tightness, but profit-taking developed in the afternoon after the three-month price rose to the £455 resistance level.

A rally in sterling against the dollar also added the downturn, traders said. Zinc prices fell a quiet physical market and the longer term threat of substitution if prices remain high continued to depress sentiment.

COCCA - London POX \$/tonne			
Close	Previous	High/Low	Change
Dec 714	714	720 710	
Jan 684	700	705 687	
Mar 706	713	716 698	
May 712	712	716 698	
Sep 735	741	740 731	
Dec 780	785	785 787	
Mar 784	789	789 780	

SUGAR - London POX (\$ per tonne)			
Close	Previous	High/Low	Change
Dec 327.40	326.00	322.00 328.00	
Mar 320.40	320.00	316.00 319.00	
May 317.30	315.00	318.00 318.00	
Jul 316.00	309.00	312.40 308.00	
Sep 298.50	297.00	290.00 297.00	
Dec 260.00	267.00	260.00 260.00	
Mar 288.50	290.00	285.00 285.00	

LONDON METAL EXCHANGE (Prices supplied by Amalgamated Metal Trading)			
Close	Previous	High/Low	Am Official
Aluminium 99.7% purity (95 per tonne)	1760-75	1770-1750	1767-6
Cash	1750-50	1760-75	1767-6
3 months	1711-2	1720-5	1725-9
Copper, Grade A (2% per tonne)	1730-2	1738	1739-9
Cash	1717-8	1724-1700	1723-4
3 months	1707-6	1717-6	1717-1
Lead (2% per tonne)	468-7	473	472 5-3 0
Cash	468-7	473	472 5-3 0
3 months	461-1	468-6	465-5 3 0
Nickel (3% per tonne)	9975-10000	10100/10000	10100-50
Cash	9775-925	9915-950	9925/97 10
3 months	9775-925	9915-950	9925/97 10
Tin (3% per tonne)	10100/10000	10100-50	9900-25
Cash	10100/10000	10100-50	9900-25
3 months	10100/10000	10100-50	9900-25
Zinc (2% per tonne)	1000-00	1000-00	1000-00
Cash	1000-00	1000-00	1000-00
3 months	1000-00	1000-00	1000-00

LONDON BULLION MARKET			
Close	Previous	High/Low	Change
Gold (fine oz) \$ price	375-37 1/2	375 1/2-375 1/2	
Opening	373 1/2-374 1/4		
3 months	374-37 1/2		
Apr 374-37 1/2			
May 374-37 1/2			
Jun 374-37 1/2			
Jul 374-37 1/2			
Aug 374-37 1/2			
Sep 374-37 1/2			
Oct 374-37 1/2			
Nov 374-37 1/2			
Dec 374-37 1/2			

US MARKETS

COPPER 25,000 lbm cents/lb			
Close	Previous	High/Low	Change
Nov 113.10	116.25	113.00 113.00	
Dec 113.40	116.80	115.90 113.10	

CRUDE OIL (Light) 42,000 US gal \$/barel			
Close	Previous	High/Low	Change
Nov 26.18	26.07	25.28 26.02	
Dec 26.18	26.07	25.28 26.02	
Jan 26.18	26.07	25.28 26.02	
Feb 26.18	26.07	25.28 26.02	
Mar 26.18	26.07	25.28 26.02	
Apr 26.18	26.07	25.28 26.02	
May 26.18	26.07	25.28 26.02	
Jun 26.18	26.07	25.28 26.02	
Jul 26.18	26.07	25.28 26.02	
Aug 26.18	26.07	25.28 26.02	
Sep 26.18	26.07	25.28 26.02	
Oct 26.18	26.07	25.28 26.02	
Nov 26.18	26.07	25.28 26.02	
Dec 26.18	26.07	25.28 26.02	

New York

GOLD 100 troy oz, \$/troy oz.			
Close	Previous	High/Low	Change
Nov 390.4	374.2	381.0 374.8	
Dec 392.9	376.9	384.6 376.8	
Jan 391.1	379.0	382.5 382.5	
Feb 397.4	381.2	389.5 381.1	
Mar 391.8	385.4	393.0 385.2	
Apr 389.8	388.8	396.0 389.0	
May 388.9	388.8	396.0 389.0	
Jun 388.9	388.8	396.0 389.0	
Jul 388.9	388.8	396.0 389.0	
Aug 388.9	388.8	396.0 389.0	
Sep 388.9	388.8	396.0 389.0	
Oct 388.9	388.8	396.0 389.0	
Nov 388.9	388.8	396.0 389.0	
Dec 388.9	388.8	396.0 389.0	

Chicago

SOYBEANS 5,000 bu; cents/bushel			
Close	Previous	High/Low	Change
Nov 58 1/2	57 1/2	56 3/4 58 3/4	
Dec 58 1/2	57 1/2	56 3/4 58 3/4	
Jan 58 1/2	57 1/2	56 3/4 58 3/4	
Feb 58 1/2	57 1/2	56 3/4 58 3/4	
Mar 58 1/2	57 1/2	56 3/4 58 3/4	
Apr 58 1/2	57 1/2	56 3/4 58 3/4	
May 58 1/2	57 1/2	56 3/4 58 3/4	
Jun 58 1/2	57 1/2	56 3/4 58 3/4	
Jul 58 1/2	57 1/2	56 3/4 58 3/4	
Aug 58 1/2	57 1/2	56 3/4 58 3/4	
Sep 58 1/2	57 1/2	56 3/4 58 3/4	
Oct 58 1/2	57 1/2	56 3/4 58 3/4	
Nov 58 1/2	57 1/2	56 3/4 58 3/4	
Dec 58 1/2	57 1/2	56 3/4 58 3/4	

FRUIT & VEGETABLES

FRUIT & VEGETABLES			
Close	Previous	High/Low	Change
Bananas (all types) \$/cwt	108.50	108.50 108.50	
Apples (all types) \$/cwt	108.50	108.50 108.50	
Oranges (all types) \$/cwt	108.50	108.50 108.50	
Lemons (all types) \$/cwt	108.50	108.50 108.50	
Grapes (all types) \$/cwt	108.50	108.50 108.50	
Pears (all types) \$/cwt	108.50	108.50 108.50	
Plums (all types) \$/cwt	108.50	108.50 108.50	
Peaches (all types) \$/cwt	108.50	108.50 108.50	
Strawberries (all types) \$/cwt	108.50	108.50 108.50	
Raspberries (all types) \$/cwt	108.50	108.50 108.50	
Blackberries (all types) \$/cwt	108.50	108.50 108.50	
Blueberries (all types) \$/cwt	108.50	108.50 108.50	
Cherries (all types) \$/cwt	108.50	108.50 108.50	
Apricots (all types) \$/cwt	108.50	108.50 108.50	
Peaches (all types) \$/cwt	108.50	108.50 108.50	
Pineapples (all types) \$/cwt	108.50	108.50 108.50	
Mangoes (all types) \$/cwt	108.50	108.50 108.50	
Avocados (all types) \$/cwt			

LONDON STOCK EXCHANGE

Shares close lower in uneasy trading

THE UK stock market's cautious recovery from last week's political surprises was checked yesterday by several quite separate developments. Trading volumes remained unimpressive and Wall Street was again a discouraging factor at the close of the London market.

Account Dealing Dates table with columns for Account Dealing Dates, Next Dealing Date, and other details.

When Ford confirmed earlier reports by announcing a £1.6m agreed bid for Jaguar, the UK luxury car manufacturer, which fell sharply as General Motors firmly ruled itself out as a counter-bidder.

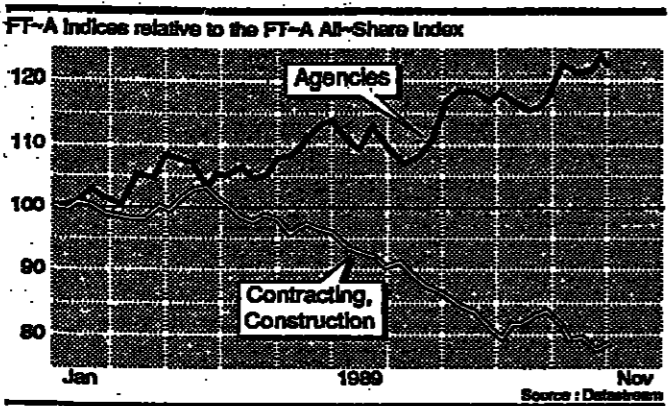
authority were illegal, although it is believed that this could threaten losses of up to £400m for the commercial banks involved.

Exchange show that equity trading by value has remained in the £500m to £700m daily range recently, with the notable exception of last Friday when the market reacted to the resignation of the UK Chancellor of the Exchequer.

FINANCIAL TIMES STOCK INDICES table with columns for Govt Secs, Fixed Interest, Ordinary Shares, Gold Mines, FT-SE 100 Share, and GILT EDGED ACTIVITY.

Jaguar terms disappoint

Optimistic speculators in Jaguar shares were caught out twice yesterday - first when Ford Motor announced its £60p a share bid, about 30p below the overnight market price, and then a second time when General Motors seemingly put an end to any lingering hopes of a bidding contest with a statement which began: "GM will not bid for Jaguar."



The focus on special situation stocks is reflected in the strong performance of the agency sector, which has featured WPP, Reuters and Carlton Communications. Construction issues have been hit by the successive increases in UK interest rates.

by SG Warburg Securities. The securities house was said to have lowered its current year forecast to £290m, from £300m, and for next year from £300m to £275m.

The life assurance market was again highlighted by Sun Life where some concerted buying by one leading UK securities house was thought to have been on behalf of UAP, the French insurance group.

Some 6m shares were placed at 48p a share by SG Warburg Securities and were thought to have been sold on behalf of Eagle Star, the BAT subsidiary, reducing Eagle's holding to some 3m MEPC shares.

Johnson Matthey, the precious metal refiners, raced up 10 more to 37p with Charter Consolidated, one of the companies under the Harry Oppenheimer/De Beers/Anglo American umbrella, thought to have been added to their near 39 per cent holding.

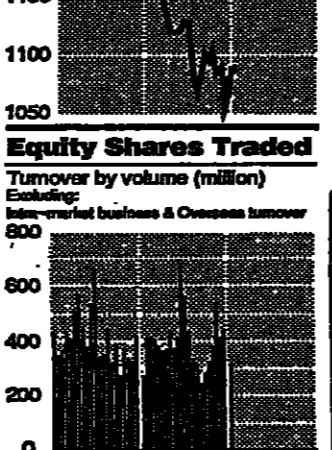
TRADING VOLUME IN MAJOR STOCKS

Table showing trading volume in major stocks with columns for Stock, Volume, Daily Price, and Daily Change.

On the Ford announcement, Jaguar slipped to 85p, indicating that at that stage hopes were still entertained for higher terms, if only to take out the stake believed to have been built up by GM.

Guinness wanted The ending of a complex French legal case concerning control of LVME, the French drinks and luxury goods group, sparked interest in Guinness, which has a 24 per cent stake in the company.

STC seesaw STC seesawed during a turbulent session, the shares moving up to 28p at first, one of only a handful of Footsie stocks to show a strong recovery, on the back of some determined buying interest, only to fall sharply later in the day.



The market became increasingly convinced during the day that the bid for DRG by Bermuda-based Pembridge Investments would be given the go-ahead by the Office of Fair Trading at the start of official business today.

own subsidiary Security Services, issued by Mr Rob Collins at Kiewitward Benson, saw shares in both groups move up ahead. Security "A" jumped 30 to 79p and Security Services 35 to 60p.

Analysts at Morgan Stanley cut their profits and dividend forecasts for Storehouse to leave the shares 2 lower at 114p.

A 53 per cent improvement in full year profits to £17.65m from Wm Low helped the shares advance 10 to 30p.

Fisons flurry A flurry of buying in Fisons followed the revelation that the company is researching into a class of drugs used in organ transplants. The first of the drugs is set to enter clinical trials within six months.

NEW HIGH AND LOWS FOR 1989 table listing various companies and their high and low prices for the year.

Shares in MEPC, among the UK's largest property companies, edged higher to 48p during initial exchanges but suddenly came under pressure towards the end of the morning session as the market picked up the scent of a big

would be a sector-wide problem, Sun Alliance, the composite with the biggest number of UK household accounts, would be particularly affected.

Multiple ratings of individual issuers will be aggregated into a unique FT-Credit Ratings International composite rating.

FINANCIAL TIMES CREDIT RATINGS international

Financial Times Business Information announces the launch of a unique information service which will become an essential source of reference to all players in the international credit markets.

APPOINTMENTS

Supervising banking

Mr Andrew Caldecott, chairman of the M&G Group, has been re-appointed as an independent member of the BANK OF ENGLAND's board of banking supervisors. Also appointed as independent members are Mr Peter Leslie, deputy chairman of Barclays Bank, and Mr David Montagu, executive chairman of Rothmans International.

Deacon Hoare Group, Bristol

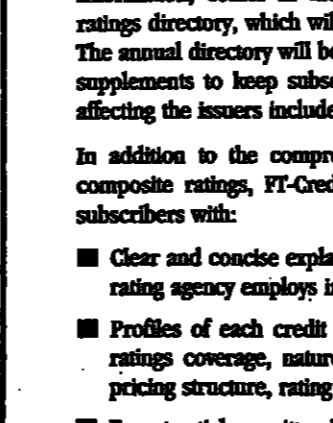
Mr John E. Duncanson has joined DAN-AIR as financial director airline division and associate director DAN-Air Services. He was heading the financial function at British Caledonian Airways.

Dan-Air post

Mr John Galloway joins the board of ASDA STORES from November 7. He was board member responsible for superstore operations at Gateway, and previously was 25 years with J. Sainsbury.



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FINANCIAL TIMES CREDIT RATINGS international

Financial Times Business Information announces the launch of a unique information service which will become an essential source of reference to all players in the international credit markets.

Subscription form for FT Credit Ratings International with fields for Name, Position, Organization, Address, City, Country, and Telephone.

SCOTTISH AMICABLE LIFE ASSURANCE SOCIETY has appointed Mr Bill Ross (above) as assistant general manager (life) from November 7. He is claims manager, a post he will retain.

Mr John Galloway joins the board of ASDA STORES from November 7. He was board member responsible for superstore operations at Gateway, and previously was 25 years with J. Sainsbury.

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FT UNIT TRUST INFORMATION SERVICE

Current Unit Trust Prices are available on FT Cityline. To obtain your free Unit Trust Code Booklet ring the FT Cityline help desk on 01-925-2128

AUTHORISED UNIT TRUSTS

Main table containing unit trust information with columns for Unit Name, Unit Price, and other details. Includes sub-sections like 'GUIDE TO UNIT TRUST PRICING' and 'UNIT TRUSTS'.

GUIDE TO UNIT TRUST PRICING
UNIT TRUSTS
UNIT TRUSTS
UNIT TRUSTS

FT UNIT TRUST INFORMATION SERVICE

Current Unit Trust Prices are available on FT Cityline. To obtain your free Unit Trust Code Booklet ring the FT Cityline help desk on 01-925-2128

Main table of unit trust information with columns for Name, Price, Yield, and other financial metrics. Includes sections for 'OTHER UK UNIT TRUSTS' and 'INSURANCES'.

INSURANCES

Table listing insurance companies and their unit trusts, including AA Priority Society, Allianz, and others.

Continuation of the main unit trust table, listing various trusts such as National Financial Management Corp, National Medical Life, and others.

Continued on next page

FT UNIT TRUST INFORMATION SERVICE

Current Unit Trust Prices are available on FT Cityline. To obtain your free FT Unit Trust Price Booklet ring the FT Cityline help desk on 01-925-2128

Main table containing unit trust information with columns for Name, Price, Yield, and other financial metrics. Includes sub-sections for 'MANAGEMENT SERVICES' and 'GUERNSEY (SIN RECOGNISED)'.

OFFSHORE AND OVERSEAS

GUERNSEY (SIN RECOGNISED)

MANAGEMENT SERVICES

GUERNSEY (SIN RECOGNISED)

GUERNSEY (SIN RECOGNISED)

GUERNSEY (SIN RECOGNISED)

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GUERNSEY (SIN RECOGNISED)

FT UNIT TRUST INFORMATION SERVICE

Table of FT Unit Trust Information Service, listing various unit trusts with columns for Name, Price, Yield, and other financial metrics.

LONDON SHARE SERVICE

Table of London Share Service, including sections for British Funds, Loans, Foreign Bonds & Rails, and Money Market Bank Accounts.

Money Market Bank Accounts
Price is unit trust price...
UNIT TRUST NOTES
Shareholder's name...

LONDON SHARE SERVICE

Latest Share Prices are available on FT Cityline. To obtain your free Share Code Booklet ring the FT Cityline help desk on 01-925-2128

AMERICANS - Contd

Table listing American stocks with columns for Stock, Price, Div, and Yld. Includes companies like American Express, American International, and American Overseas.

CANADIANS

Table listing Canadian stocks with columns for Stock, Price, Div, and Yld. Includes companies like Canadian National, Canadian Pacific, and Canadian Tire.

BANKS, HP & LEASING

Table listing bank and leasing stocks with columns for Stock, Price, Div, and Yld. Includes companies like Bank of Montreal, Bank of Toronto, and Leasing companies.

BEERS, WINES & SPIRITS

Table listing beer, wine, and spirit stocks with columns for Stock, Price, Div, and Yld. Includes companies like Carlsberg, Heineken, and various wine producers.

BUILDING, TIMBER, ROADS

Table listing building, timber, and road stocks with columns for Stock, Price, Div, and Yld. Includes companies like Bovis Lend Lease, Bovis Lend Lease, and various construction firms.

BUILDING, TIMBER, ROADS - Contd

Continuation of Building, Timber, Roads stocks with columns for Stock, Price, Div, and Yld.

CHEMICALS, PLASTICS

Table listing chemical and plastic stocks with columns for Stock, Price, Div, and Yld. Includes companies like ICI, Shell Chemicals, and various chemical manufacturers.

DRAPERY AND STORES

Table listing drapery and store stocks with columns for Stock, Price, Div, and Yld. Includes companies like Debenhams, Debenhams, and various retail stores.

DRAPERY AND STORES - Contd

Continuation of Drapery and Stores stocks with columns for Stock, Price, Div, and Yld.

ELECTRICALS

Table listing electrical stocks with columns for Stock, Price, Div, and Yld. Includes companies like British Telecom, British Telecom, and various electrical manufacturers.

ENGINEERING - Contd

Continuation of Engineering stocks with columns for Stock, Price, Div, and Yld.

ENGINEERING

Table listing engineering stocks with columns for Stock, Price, Div, and Yld. Includes companies like BAE Systems, BAE Systems, and various engineering firms.

ENGINEERING - Contd

Continuation of Engineering stocks with columns for Stock, Price, Div, and Yld.

FOOD, GROCERIES, ETC

Table listing food, grocery, and other stocks with columns for Stock, Price, Div, and Yld. Includes companies like Asda, Asda, and various food retailers.

HOTELS AND CATERERS

Table listing hotel and catering stocks with columns for Stock, Price, Div, and Yld. Includes companies like Whitbread, Whitbread, and various hotel chains.

INDUSTRIALS (Misc.)

Table listing miscellaneous industrial stocks with columns for Stock, Price, Div, and Yld. Includes companies like British Airways, British Airways, and various industrial firms.

INDUSTRIALS (Misc.) - Contd

Continuation of Miscellaneous Industrial stocks with columns for Stock, Price, Div, and Yld.

INDUSTRIALS (Misc.) - Contd

Continuation of Miscellaneous Industrial stocks with columns for Stock, Price, Div, and Yld.

INDUSTRIALS (Misc.) - Contd

Continuation of Miscellaneous Industrial stocks with columns for Stock, Price, Div, and Yld.

INSURANCES

Table listing insurance stocks with columns for Stock, Price, Div, and Yld. Includes companies like Aviva, Aviva, and various insurance companies.

LONDON SHARE SERVICE

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LEISURE table with columns for Stock, Price, % Chg, Div, Yield, P/E

PAPER, PRINTING, ADVERTISING - Contd table with columns for Stock, Price, % Chg, Div, Yield, P/E

PROPERTY table with columns for Stock, Price, % Chg, Div, Yield, P/E

TEXTILES - Contd table with columns for Stock, Price, % Chg, Div, Yield, P/E

TRANSPORT table with columns for Stock, Price, % Chg, Div, Yield, P/E

TRUSTS, FINANCE, LAND table with columns for Stock, Price, % Chg, Div, Yield, P/E

TRUSTS, FINANCE, LAND - Contd table with columns for Stock, Price, % Chg, Div, Yield, P/E

TOBACCO table with columns for Stock, Price, % Chg, Div, Yield, P/E

TRUSTS, FINANCE, LAND table with columns for Stock, Price, % Chg, Div, Yield, P/E

OIL AND GAS - Contd table with columns for Stock, Price, % Chg, Div, Yield, P/E

OVERSEAS TRADERS table with columns for Stock, Price, % Chg, Div, Yield, P/E

TRUSTS, FINANCE, LAND table with columns for Stock, Price, % Chg, Div, Yield, P/E

MINES - Contd table with columns for Stock, Price, % Chg, Div, Yield, P/E

PLANTATIONS table with columns for Stock, Price, % Chg, Div, Yield, P/E

MINES table with columns for Stock, Price, % Chg, Div, Yield, P/E

MOTORS, AIRCRAFT TRADES table with columns for Stock, Price, % Chg, Div, Yield, P/E

Commercial Vehicles table with columns for Stock, Price, % Chg, Div, Yield, P/E

Garages and Distributors table with columns for Stock, Price, % Chg, Div, Yield, P/E

NEWSPAPERS, PUBLISHERS table with columns for Stock, Price, % Chg, Div, Yield, P/E

PAPER, PRINTING, ADVERTISING table with columns for Stock, Price, % Chg, Div, Yield, P/E

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NEWSPAPERS, PUBLISHERS table with columns for Stock, Price, % Chg, Div, Yield, P/E

PAPER, PRINTING, ADVERTISING table with columns for Stock, Price, % Chg, Div, Yield, P/E

SHOES AND LEATHER table with columns for Stock, Price, % Chg, Div, Yield, P/E

SOUTH AFRICANS table with columns for Stock, Price, % Chg, Div, Yield, P/E

TEXTILES table with columns for Stock, Price, % Chg, Div, Yield, P/E

OIL AND GAS table with columns for Stock, Price, % Chg, Div, Yield, P/E

Regional and Irish Stocks table with columns for Stock, Price, % Chg, Div, Yield, P/E

TRADITIONAL OPTIONS table with columns for Stock, Price, % Chg, Div, Yield, P/E

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CURRENCIES, MONEY AND CAPITAL MARKETS

FOREIGN EXCHANGES

Sterling weak on speculation

THE CURRENCY markets were dominated yesterday by a decline in sterling, prompted by several hours of speculation that a UK Government minister had resigned in an insider trading scandal.

The size of the decline pointed to the scale of intervention by the Bank of England during October to defend the pound.

However, news that the Bank had been willing to defend sterling so strongly last month has little influence on the market yesterday which was preoccupied with the more immediate reports of a pending scandal.

The speculation resurfaced several times during the London trading day and pushed sterling down from opening levels of DM2.9000 to a low of DM2.8850.

However, the government strongly denied any ministerial resignations and allegations that a government minister had been involved in any share scandal. These denials helped restore a degree of calm to the markets but traders remained nervous about the persistence of the speculation.

The US dollar was largely on the sidelines as attention focused on the pound and as dealers prepared for the release later today of October US employment report.

EMS EUROPEAN CURRENCY UNIT RATES

Table with columns: Country, Unit, Rate, % change from previous date, % change adjusted for divergence, Discrepancy limit.

Changes are for ECU, therefore activity change denotes a weak currency. Adjustment calculated by Financial Times.

£ IN NEW YORK

Table with columns: Nov 2, Latest, Previous, Close.

STERLING INDEX

Table with columns: Nov 2, Previous, Close.

CURRENCY RATES

Table with columns: Nov 2, Bank of England, Special, European, % change.

CURRENCY MOVEMENTS

Table with columns: Nov 2, Bank of England, % change.

OTHER CURRENCIES

Table with columns: Nov 2, E, S, DM, Yen, F.Fr., S.Fr., H.Fl., Lira, C.S., B.Fr.

FINANCIAL FUTURES AND OPTIONS

Table with columns: Strike, Call, Put, Settlement, etc.

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MONEY MARKETS

Rates stay firm

INTEREST rates were steady to slightly firm yesterday on the London money markets as sterling came under pressure.

The key three-month interbank rate, regarded as the best indicator of the direction of bank clearing bank base lending rate 15 per cent from October 5.

base rates, closed unchanged from Wednesday at 15 1/4-15 1/2 per cent.

Money market rates had opened slightly higher with three-month interbank bid at 15 1/4 per cent, following a newspaper report forecasting a rise in the note circulation.

However, the market remained nervous; the Fed had no need to add or drain reserves. In early trading, the Federal funds rate was at 8 3/4 per cent, which was perceived as the Fed's target level, and compared with Wednesday's average of 8.98 per cent.

In Frankfurt, the Bundesbank, as expected, left credit facilities unchanged after its regular council meeting. The West German discount rate remained at 6.00 per cent and the Lombard emergency financing rate at 8.00 per cent.

The upward pressure on rates was maintained as speculation swept the London markets that a minister would resign. The Government strenuously denied that any minister had resigned or had been engaged in insider dealing.

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FT LONDON INTERBANK FIXING

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BASE LENDING RATES

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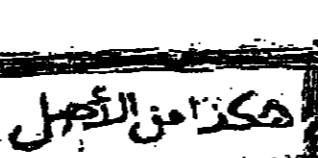
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WORLD STOCK MARKETS

Table of world stock markets including sections for Australia, Canada, Denmark, Finland, Germany, Hong Kong, Italy, Japan, Korea, Malaysia, New Zealand, Singapore, South Africa, Taiwan, Thailand, and the UK. Each section lists various stocks with their prices and changes.

Table of Canadian stock markets including Toronto and Montreal. It lists various Canadian stocks such as Alcan, Bell Canada, and various resource companies, along with their prices and changes.

Table of stock indices including Dow Jones, Standard and Poor's, and various regional indices. It provides a summary of index values and their percentage changes.

Table of Japanese stock markets listing various Japanese companies like Daiichi Kangaro, Daiichi Kangaro, and others, with their stock prices and changes.

Table of New York active stocks and trading activity, listing various US stocks and their trading volumes.

Table of Tokyo most active stocks for Thursday, November 2, 1989, listing various Japanese stocks and their prices.

Advertisement for 'Travelling on Business in France?' featuring a list of hotels in various French cities like Paris, Toulouse, Bordeaux, Nice, Monaco, Cannes, Lyon, and Strasbourg. It includes contact information for the hotels and a small image of a travel brochure.

NYSE COMPOSITE PRICES

Table of NYSE Composite Prices listing various stocks with columns for 12 Month High/Low, 1 Year High/Low, 1 Month High/Low, and Close Price.

NASDAQ NATIONAL MARKET

2pm prices November 2

Table of NASDAQ National Market prices listing various stocks with columns for 12 Month High/Low, 1 Year High/Low, 1 Month High/Low, and Close Price.

AMEX COMPOSITE PRICES

2pm prices November 2

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AMERICA

High-tech weakness sends Dow into decline

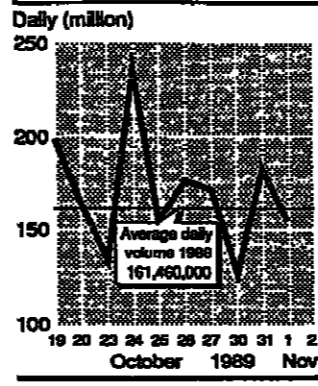
Wall Street

WEAKNESS in technology stocks, after Compaq Computer issued a forecast of lower fourth-quarter earnings, pulled the broad market down yesterday morning, writes Janet Bush in New York.

Weakness in the sector took IBM down 3% to \$98, Digital Equipment off 1% to \$90, Hewlett-Packard 1% lower to \$44 and Cray Research down 1% to \$36.

Developments in the technology sector represent another aspect of what has been a more general realisation recently - that the economic deceleration has started to take its toll of corporate profitability.

NYSE volume



announced earnings below the year-ago level. UAL, the parent company of United Airlines, was back in the headlines yesterday after it emerged that Mr Saul Steinberg, the New York Executive had filed for clearance to acquire a stake of more than 15 per cent in the company. UAL added 3% to \$177.

ASIA PACIFIC

Profit-takers emerge as yen continues to decline

Tokyo

PROFIT-TAKING overcame selective buying yesterday, and share prices ended moderately lower before today's holiday, writes Michio Nakamoto in Tokyo.

earnings ratio, of over 450, and the fact that it was being sought mainly on speculative talk about the shareholdings of its late chairman. This seemed to gain widespread acceptance on Wednesday, but yesterday it was forgotten again.

unit, in Papua New Guinea, through share issues to raise US\$115m. NEW ZEALAND also recovered from some early selling, and the Barclays index ended 3.53 lower at 2,129.07 after a 6.13 decline in the morning.

Resilient Turkey puts doldrums behind it

Shares are off their peaks, but foreigners are still interested, writes Jim Bodgener

A KNOT of grouchy small punters has gathered outside the doors of Istanbul's minuscule stock exchange in Tophane, down by the docks, for the past two days, shouting for the resignation of its chairman, Mr Muharram Karsli.



move, although it is falling from a peak of 1,886 reached on October 12, at the height of this year's bull run. Yesterday it was 1,627, down 37 on Tuesday, in a trading volume of TL10.5bn (\$4.4m).

are holding back and waiting to see who will be the next premier, following Tuesday's election of former premier Mr Turgut Ozal as president.

becoming immune to intense bouts of speculation, say the authorities. At present, equities represent only about 5 to 6 per cent of trading in the Turkish capital markets.

house and land ownership by the Government. However, dealers say the index will probably climb again once the next premier is named.

EUROPE

Profit upsets depress Amsterdam

HARD currency markets took it on the chin as disappointing results, a lack of buyers and interest rate fears held sway, writes Our Markets Staff.

1.83 decline in the FAZ to 619.39. It was the lowest close for the DAX since the 1,385.72 level on October 16, when it sustained a single day's fall of nearly 13 per cent.

FFr4,999 on speculation that Mr Arnault and his ally, Guinness, would have to buy more shares to reinforce their position against Mr Henry Racamer.

remained cautious, with Wall Street still dominating thinking. The cash market index gained 73.65 to 6,304.51.

FT-ACTUARIES WORLD INDICES

Jointly compiled by The Financial Times Limited, Goldman, Sachs & Co., and County NatWest/Wood Mackenzie in conjunction with the Institute of Actuaries and the Faculty of Actuaries

Table with columns for National and Regional Markets, US Dollar Index, Pound Sterling Index, Local Currency Index, Day's change, Gross Dividend Yield, US Dollar Index, Pound Sterling Index, Local Currency Index, 1989 High, 1989 Low, and Year (approx). Rows include Australia, Austria, Belgium, Canada, Denmark, Finland, France, Germany, Hong Kong, Ireland, Italy, Japan, Malaysia, Mexico, Netherlands, New Zealand, Norway, Singapore, South Africa, Spain, Sweden, Switzerland, United Kingdom, USA, Europe, Nordic, Pacific Basin, Euro-Pacific, North America, Europe Ex. UK, Pacific Ex. Japan, World Ex. US, World Ex. UK, World Ex. S. & A., World Ex. Japan, and The World Index.

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JOBS

The tricky question of candidates' values

By Michael Dixon

AS ENDURING readers will know, this column is always keen to foreground job-seekers of new questions likely to be tossed at them in interviews. And it so happens that an example came to light the other day at the conference of Britain's Institute of Personnel Management, in Harrogate. To wit:

What issues would you resign over?

The revelation occurred during a talk on American Express's plans to develop the top managers required to take the company into the next century. But there is a good chance that the many other companies thinking on similar lines will adopt the same interviewing tactic.

The rationale behind it is that the top managers of a few years hence will need to be different from those who have so far been in charge. In big organisations at least, the present set tend to be practical folk who judge what to do by applying logic to their stock of knowledge, which is based mainly on the evidence of their own senses. It is an approach that could well soon be ousted as new technology ramifies and markets become global.

American Express expects that, in such complex and changeable conditions, top managers will be unable to

rely so heavily on knowledge based on what they can see, hear and otherwise sense is already going on around. While still giving due weight to practicality and logic, they will need to be more intuitive and visionary, basing their judgment on values.

Accordingly a candidate's values, if any, are now seen as a decisive indicator of potential for high-ranked work. Hence the aforesaid question, which is designed to find out what they are.

I must admit a certain scepticism about the plan's ability to deliver the top managers needed in future. After all, values are just as liable to be invalidated by change and increasing complexity as knowledge based on the evidence of the senses. But one thing I feel sure of is that the question about resignation issues is of the type that are hard for candidates to answer in any way without dishing their chances of the job.

Honesty could hardly be a good policy. In that case, top of most people's lists would be the issue of their being offered a better job elsewhere - denoting a selfishness unlikely to be the sort of value the recruiter seeks.

Devious answers seem equally risky. To win the job, they presumably need to be

approved not only by the enlightened personnel staff looking to the future, but by some less visionary member of existing top management. Try as I might to devise a reply with a fair chance of pleasing both, I cannot.

So my best hope lies in what happened just three years ago with another recruiter's question which research found to be of the hiding-to-nothing type too. It is: *What are your interests outside work?* The study showed that, for every employer who approved of any particular leisure-time activity, at least a dozen were antagonised by it.

Unable to find a solution, I asked for readers' help. The goods were soon delivered by Angela Mackworth-Young. The best reply, she said, is: *Healthy and normal.*

If any of you can do likewise with the question about resignation issues, I will gratefully pass on the tip in due course.

Market omens

ANOTHER enigma arising today is whether the state of the market for upper-ranked staff in the United Kingdom is discouraging for Britain's long-run economic outlook or the opposite. The pattern of advertised demand for

UNITED KINGDOM ADVERTISED DEMAND FOR MANAGERS AND KEY SPECIALISTS
(12 months to September 30)

Type of work	1988-89		1987-88		1986-87		1985-86		1984-85	
	Posts advertised	Change from 87-88	Posts advertised	Change from 86-87	Posts advertised	Change from 85-86	Posts advertised	Change from 84-85	Posts advertised	Change from 83-84
R & D	4,431	+12.6	3,935	+25.6	3,133	-26.5	4,263	-40.2	7,129	-5.4
Sales & mktg	4,398	-28.1	6,204	-0.2	6,215	-2.4	6,068	-7.6	6,598	-5.3
Production	6,382	-16.7	7,636	+54.9	4,931	-4.3	5,152	-28.1	7,267	+7.4
Accounting	7,084	-10.9	7,925	+8.1	7,334	+15.2	6,368	-1.9	6,492	+9.6
Computing	4,119	-10.5	4,602	+37.0	3,358	-9.8	3,724	-13.5	4,304	+8.7
General managt	1,394	-18.3	1,728	+18.8	1,479	+15.8	1,277	-2.4	1,308	-0.4
Personnel	1,233	+15.8	1,085	same	1,065	+18.3	900	-6.5	983	-8.9
Others	7,399	+9.4	7,307	+14.7	6,372	+16.2	5,494	-14.4	6,407	+10.4
Total	38,987	-8.4	40,482	+18.2	33,867	+2.6	33,236	-17.8	40,438	+3.7
Oct-Dec	9,048	-2.2	9,248	+17.8	7,860	-8.7	8,596	-3.3	8,983	+3.9
Jan-March	10,915	-2.7	11,223	+22.4	9,188	+4.1	8,804	-24.3	11,824	+9.3
April-June	9,175	-13.4	10,593	+23.2	8,587	+5.2	8,172	-21.5	10,412	+3.8
July-Sept	7,858	-15.8	9,338	+12.9	8,274	+8.0	7,684	-19.4	9,507	-2.6

managers and high-grade specialists over the 12 months to September 30 is shown by the table above, compiled from the quarterly counts made by the MSL International recruitment consultancy.

As may be seen from the overall numbers of executive job openings in the bottom five lines of the table, not only is the latest 12-monthly total down from the 1987-88 level, but the decline has steepened as this year has progressed.

There is similarly sad news in the top part of the

table which gives the 12-monthly figures for eight broad types of executives. Demand for most of them has fallen by comparison with 1987-88. Moreover except for production management, which although down over the 12 months did better in July-September than in April-June, they have fallen at a faster rate with each successive quarter.

The "Others" category - covering people such as buyers, company legal staff, economists, and assorted consultants - has suffered a particularly sudden drop.

There were 2,236 jobs for them advertised in April-June, and only 1,407 in July-September.

But there is one bright spot which leads MSL's market-watchers to think that, although the bulk of the figures indicate a loss of confidence by employers, their depression is only of a short-run kind. The good omen is the growing demand for specialists in research, design and development which has just registered its strongest July-September quarter since the peak year of 1984-85.

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My Client is the investment management division of a medium sized Life Office which over the past few years has established itself as one of the sector leaders in the UK.

They now wish to expand the UK equity operation by recruiting a talented specialist to join this dynamic, successful team. The key tasks will be to manage a number of sectors within the UK equity market and to provide input towards the overall investment policy.

You will preferably be a graduate with several years' investment experience with a first rate track record of UK fund management. This is an ideal opportunity to make your name with an expanding investment company with the significant help of having an established performance record across both pension funds and unit trusts.

The remuneration package includes a performance bonus, non-contributory pension, car scheme, mortgage assistance and, if relevant, a relocation package.

To apply, please send your detailed CV stating current salary to Douglas Kinnsaird, CA, quoting ref: 3837/FT or telephone his secretary for an application form. PA Consulting Group, Number Two Blythswood Square, Glasgow G2 4AD. Tel: 041-221 3954. No details will be divulged to our client without candidates' consent.



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A proven track record within an active trading environment is essential. Salaries are negotiable and will contain significant benefits. Kindly respond with C.V. to:-

The Treasury Director
Brown Shipley & Co Ltd.,
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Deeside

£21,000 plus car

Manager - Corporate Lending

Our client is an autonomous bank member of a major UK banking and finance group. Important in its own right and growing rapidly, it now needs a Manager - Corporate Lending who will play an active role in enhancing its presence in the business community of North Wales and North West England. Reporting to the Area Manager, prime tasks will include the securing of new accounts and the effective servicing of existing ones.

The successful candidate will be aged mid-20's upwards and well qualified. Bright and practical, after thorough training experience will certainly have included corporate lending and maybe venture capital investment work. It could also have included a period as head of the Managers' office of a big bank branch.

For the resilient and creative self-starter we seek, this position offers an excellent opportunity to grow within an expanding organisation and quickly to extend existing experience. The benefits package is excellent, and assistance will be given with necessary relocation expenses.

Letters of application, together with CV, salary progression and any other relevant data, should be sent without delay to the Managing Director, Performance Management Limited, 8th Floor, Peter House, St. Peter's Square, Manchester M1 5BH, quoting reference P163.



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For further information on the above positions contact Nible Strassman or Sean Lavelle on 01-439 1188 or 01-252 5704.

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They are now looking to recruit a Sales and Marketing Executive who can build upon their successful launch in the UK. Responsibilities include marketing to prospective investors, enhancing existing relationships and identifying new business opportunities. Additionally, in conjunction with the in-house research team, you will be involved in the creation of new products to meet changing market requirements. As such, this role offers

a very real opportunity to influence the development of this recently established and rapidly growing business.

This position would ideally suit an ambitious self-starter looking to utilise their investment management marketing skills in a flexible, professional organisation where they can directly contribute to overall business growth. Candidates, probably in their mid to late thirties, must be able to work well within a team and possess the confidence and self motivation to develop their own framework within which to operate. Additionally, they will be motivated by working within an environment where individual reward directly correlates to personal success.

This outstanding opportunity can offer unrivalled career prospects together with a first-class compensation package.

Please write in confidence or contact Gill Pembleton for further information at:

WELL COURT ASSOCIATES
11 Well Court, London EC4M 9DN
Tel - 01 236 0723 Fax - 01 489 8305

W
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A

Jonathan Wren International

DEPUTY MANAGER - PERSONNEL AND AUDIT
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Our client is a leading commercial bank located in the Middle East. The position requires an individual with broad banking experience, educated to degree level and/or banking diploma.

Responsibilities will include coordinating personnel, audit and reporting procedures between the Head Office and its branches.

Interested candidates should forward their c.v. to
Brian Jarvis, Senior Consultant

Jonathan Wren
Recruitment Consultants

No. 1 New Street, (off Bishopsgate), London EC2M 4TP
Telephone: 01-633 1266 Fax: 01-626 5258

Telephone



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The successful applicant will have a proven track record in investment analysis and possess above average research experience together with excellent communication and interpersonal skills. Career opportunities are excellent in a culture that encourages as well as rewards success.

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(Lloyds Bank is an equal opportunity employer).

Contact our Consultant Stephen Masley immediately at:

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Fax: 0344 786083

TRAINEE INVESTMENT ANALYST

PostTel Investment Management Limited is the investment manager for the Post Office and British Telecom Staff Superannuation Schemes with assets in excess of £15 billion.

We are seeking a trainee to join the small gilt-edged and fixed interest team. The successful candidate would learn the techniques of investment analysis as related to the Gilt and Fixed Interest market and develop dealing skills, including the use of secondary instruments.

Applicants should be graduates with a numerate degree or numerate 'A' levels with some relevant experience.

Please apply in writing to:

Sheena Gibson
Personnel Manager
PostTel Investment Management
Limited
Standon House
21 Mansell Street
London E1 8AA

POSTEL

FINANCIAL COPY/REWRITE EDITOR

London

Prestigious investment banking house seeks experienced copy and rewrite editor to edit brokerage house reports. Financial background, strong logic, keen eye for detail, proof-reading skills, and ability to work quickly and efficiently under pressure required. Some knowledge of graphics, layout, and word processing helpful.

Send resumé in confidence to: T. G. West, Managing Director, (Ref 5119), Associates in Advertising, 5 St. John's Lane, London EC1M 4BH or telephone on 01-709 3290 and speak to Jean Kelman (transfer charge).

Please state any company to which your application should not be sent.

ASSOCIATES IN ADVERTISING

TREASURER ITALY

The future development of our activities in Italy necessitates the requirement for and the recruitment of a Treasurer located in our Milan Office.

The likely candidate will need to have established a profitable track record over a number of years in both the Foreign Exchange and Money Markets which will have been acquired within an active dealing environment; fluency in Italian will be an essential requirement.

The level of salary will not be an inhibiting factor for the right candidate together with the traditional benefits associated with a Bank of our standing and the successful applicant will become part of our global treasury team.

In the first instance please write with full career details to:

L. Hickson, Manager Personnel and Administration,
Barclays Bank PLC, 29 Gracechurch Street, London EC3V 0BE.
Tel: 01-626 0588 Ext. 2400.



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Experience: Minimum 5 years of supervisory responsibilities in the internal auditing department of an industrial and/or commercial conglomerate. This experience should include minimum 2 years of auditing computerised accounting systems, and application of computer and statistical sampling in conducting operational, financial, and technical internal audits.

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Director of Internal Auditing

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A French Bank in the City would like to engage the services of a:

1. OFF BALANCE SHEET TRADER: emphasising interest rate futures; and,
2. FOREX TRADER: emphasising \$/DM & S/FFR.

Both should be 23 - 27 years old and be able to work independently and profitably - while fitting well into a friendly team atmosphere.

They should possess proven track records working within an active trading environment.

Salaries are negotiable and will be highly competitive. Kindly respond, with a full c.v., to:

The Treasurer
Re: Forex Dealer
14th Floor, 1 Angel Court
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Southern Electric, one of the largest electricity distribution Boards with a turnover of £1.3 billion, is in the run up to privatisation. As part of their financial team, they now require a treasurer in readiness for privatisation, initially this will involve developing a treasury function and managing short term investments, cash flow and banking relationships. Ultimately it will lead to broader involvement in managing the Board's financing requirements. This position will ideally suit a qualified treasurer or accountant with experience in corporate treasury and development of systems. It offers an excellent opportunity for someone working as an Assistant Treasurer to progress to a number one role in an environment which will offer significant development opportunities.

Please write or telephone Hamish Davidson quoting reference H/0012 at the address below. **Executive Selection Division Price Waterhouse Management Consultants No. 1 London Bridge London SE1 9QL Tel. 01-334 5833**

Price Waterhouse

Director- Financial Derivatives

A subsidiary of a major European financial institution seeks a Director to manage its broking and dealing activities in Financial Futures, Options and other Derivatives. Based in London, the position carries responsibility for the fast expanding UK operation in these products, with further global responsibilities in prospect. The Company has a mature and profitable business base, from which to develop.

The suitable executive will have strong technical and staff management ability. You will be of particular interest if you hold a senior position in Europe with a leading futures broker, securities house or bank actively engaged in trading these markets and are now looking to broaden your experience and to develop your career.

A substantial base salary is offered, together with profit-related bonus, executive car, attractive pension scheme and other fringe benefits normally associated with one of the world's largest financial institutions.

In the first instance, please write in complete confidence to **Melvyn Gadsdon, Lonsdale Advertising Services, Welbeck House, 66-67 Wells Street London W1P 3RB. Please note separately any companies to whom you do not wish your application to be forwarded.**



CORPORATE DEALER

Our client, a major international bank is currently looking for an experienced corporate dealer with a wide exposure to cash and derivative products within Treasury.

Good marketing skills, established client relationships and a broad product knowledge are essential for this challenging new role. It is unlikely that the successful candidate will be under 28 years of age.

Reference Number: MCDH 747

Please reply quoting the relevant reference number. **Rochester Recruitment Ltd, 10th Floor, Garrard House, 31-45 Gresham Street, London, EC2V 7DN**



SPOT CROSSES

A triple A rated European bank is looking to enhance their young but experienced spot foreign exchange team. They would like to see people with between 2-4 years foreign exchange experience including Crosses and major currencies. The profit target is in excess of \$1 million.

This is an unequalled trading opportunity and this will be reflected by an exceptional salary.

Reference Number: MCDH 749

Please reply quoting the relevant reference number. **Tel: 01-600 0101 Fax: 01-796 4255**

SECURITIES OPERATIONS

Consulting firm is seeking Broking/Banking personnel with 2-5 years experience in futures, options, settlements, corporate actions, dividends for temporary assignments. May lead to permanent position. Send current CV to Mr. C.D. Browning, Box A1365, Financial Times, One Southwark Bridge, London SE1 9HL.

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A leading UK Merchant Bank seek a graduate banker currently performing a marketing/syndicating role, specialising in the financial and public sectors. Essential is good credit, documentation and administration skills. Age range 26-34 years.

PROPERTY LENDING BANKER

This major international bank seek a graduate property banker with at least three years high value project based financing experience, age range c 30 years. Candidate with cash flow related deal LBO/MBO experience could be considered.

UK TAX BASED LEASE MARKETING

Three international and two merchant banks, urgently seek marketing orientated, medium to big ticket (£1m-£50m+) lease financiers, possessing good pricing evaluations and credit analysis experience. Essential are strong marketing negotiating skills, age 25-35 years.

SCANDINAVIAN MARKETING

Two vacancies exist for graduate bankers with three years plus experience of negotiating at senior level, with major Scandinavian corporates. Age range 28-35 years.

Contact or send detailed CV to **BRIAN GOOCH** 01-588 3991 or evenings 0255 673797 (8-10 pm).

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Director of Project Teams with specific knowledge of cross-border mergers and acquisitions required for new Strategy Management Consultancy. The principal responsibility of this post will be to oversee client development throughout Europe with special emphasis on Spain and Portugal. The person appointed should be in their early thirties with an MBA from a leading business school and extensive strategy consulting experience in a European context including several years in Spain and Portugal working for a top Multinational Strategy Consulting firm. Fluency (written and spoken) in at least four European languages including English, Spanish and German is required. Please send your c.v. to Ms Mojgan Hoodfar of 116 Gloucester Road, London, SW7 4SD. Telephone (01) 835 1823.

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Please write in confidence to: **Michael Trapp, Dean Witter Capital Markets - International Limited, 1 Appold Street, London EC2A 2AA.**



INTERNATIONAL APPOINTMENTS

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an international institution located in Basle with 360 staff members from 20 countries

has vacancies in the Operations Support area of its Banking Department which is responsible for settlement of the Bank's operations in the international money and capital markets.

Qualifications:

- Fluent English.
- Working knowledge of French and/or German.
- Experience in Back Office work including accounting aspects.

The recruitment will take place on the basis of an initial two-year contract.

If you are interested, please send your application together with a recent photograph and references to the Personnel Section, Bank for International Settlements, 4002 Basle, Switzerland, quoting Reference No. 89038.

Leading Italian investment bank seeks for its Milan headquarters:

1) FINANCIAL ANALYST to cover the Italian Equity Market

Candidate must possess two years' experience in financial analysis and must be able to interact with Institutional Clients.

English mother tongue required. Salary negotiable.

2) JAPANESE SALESPERSON to sell Italian Securities to Far-East Clientele.

Candidate must possess a minimum of two years' sales experience and must be fluent in either English or Italian. Salary negotiable.

Write Box A1387, Financial Times, One Southwark Bridge, London SE1 9HL

RAND MINES LIMITED

Registration No. 01/00666/06 (Incorporated in the Republic of South Africa)

Rights offer - relevant dates

The directors announce that the Johannesburg Stock Exchange (the JSE) has granted a listing for the renounceable (all paid) letters of allocation (letters of allocation) and the shares to be issued pursuant to the Rand Mines rights offer. Application has been made to the Council of the International Stock Exchange of the United Kingdom and the Republic of Ireland Limited (the ISX) for admission to the official list of that stock exchange of the shares to be issued pursuant to the Rand Mines rights offer.

In terms of the rights offer, shareholders are entitled to subscribe for new shares of 7 000 cents per share in the ratio of 33 new shares for every 100 shares held in Rand Mines of the class of business on Friday, 3 November 1989.

The relevant dates of the rights offer are:

- Friday 3 November 1989: Last day to register for the rights offer (the record date).
- Monday 6 November 1989: Listing of letters of allocation commencing on the JSE and of new shares (all paid) on the ISX.
- Friday 10 November 1989: Rights offer opens in Johannesburg and London (09:30).
- Wednesday 29 November 1989: Listing of letters of allocation on the JSE ceases at close of business.
- Wednesday 29 November 1989: Last day for splitting letters of allocation in London (14:30).
- Thursday 30 November 1989: Last day for splitting letters of allocation in Johannesburg (14:30).
- Thursday 30 November 1989: Listing of new shares on the JSE commences.
- Friday 1 December 1989: Listing of new shares (all paid) on the ISX ceases at close of business.
- Friday 1 December 1989: Rights offer closes in Johannesburg and London at 14:30.
- Monday 4 December 1989: Listing of new shares (fully paid) on the ISX commences.
- Wednesday 6 December 1989: Last day for receipt of acceptances posted on or before 1 December 1989.
- By Wednesday 13 December 1989: Share certificates and return cheques posted.

All times given in this document are local times in Johannesburg and in London, as appropriate.

A copy of the rights offer circular, including the renounceable (all paid) letter of allocation, which is to be posted to Rand Mines shareholders on Friday, 10 November 1989, will be available for inspection at the registered offices of Rand Mines, 15th Floor, The Corner House, 63 Fox Street, Johannesburg, and at the offices of the United Kingdom secretaries, Vindex Corporate Services Limited, 40 Holborn Viaduct, London EC1P 1AJ, during normal business hours from Friday, 3 November 1989 up to and including Friday, 1 December 1989.

Johannesburg 1 November 1989
Registered office: 15th Floor, The Corner House, 63 Fox Street, Johannesburg, 2001
United Kingdom secretaries: Vindex Corporate Services Limited, 40 Holborn Viaduct, London EC1P 1AJ
United Kingdom registered and paying agents: Registrar General, 15th Floor, The Corner House, 63 Fox Street, Johannesburg, 2001
Registrar of Companies: Registrar General, 15th Floor, The Corner House, 63 Fox Street, Johannesburg, 2001

OK BAZAARS (1929) LIMITED

(Incorporated in the Republic of South Africa) (Declaration of Dividend)

NOTICE IS HEREBY GIVEN that interim dividend number 118 of 25 cents per share in respect of the financial year which closed on 31st August 1989 has this day been declared payable on 28th October 1989 to the holders of Ordinary Shares registered in the books of the Company at the close of business on 17th November 1988. Non-resident shareholders registered in the books of the Company at the close of business on 17th November 1988, who are entitled to the dividend, will be deducted where applicable.

The Registrar of Members will be closed in Johannesburg and London from 18 to 23 November 1989, both days inclusive, for the purposes of the above dividend. The Registrar of Members will be closed in Johannesburg and London from 18 to 23 November 1989, both days inclusive, for the purposes of the above dividend.

BY ORDER OF THE BOARD: P. E. KRITZINGER Secretary

Registered Office: OK Buildings, 60 Stout Street, Johannesburg 2001
Transfer Secretaries: Barclays Registrars Limited, 5 Grosvenor Place, London SW1P 9PL, 28th October 1989

LEGAL NOTICES

IN THE MATTER OF THE COMPANIES ACT 1947 AND IN THE MATTER OF THE COMPANIES ACT 1947

Notice is hereby given that the creditors of the above-named company which is being voluntarily wound up are required on or before the 1st day of December 1989 to send in their full claims, their addresses and descriptions, full particulars of their debts or claims and the names and addresses of their solicitors (if any) in the underwritten form to the Liquidator, Mr. J. H. G. ...

Dated this 1st day of November 1989
A Hall Russell POGA Liquidator

RAND MINES LIMITED

Registration No. 01/00666/06 (Incorporated in the Republic of South Africa)

RIGHTS OFFER

NOTICE TO HOLDERS OF SHARE WARRANTS TO BEARER
Rights offer of 3,699,549 new shares in the ratio of 33 new shares for every 100 shares held of a price of 7000 cents (South African currency) per share.

Copies of the rights offer circular to members dated 10 November 1989 will be available for holders of share warrants to bearer at the offices of the United Kingdom registered and paying agents and at the offices of the Company's United Kingdom secretaries and Paris correspondents from Friday, 10 November 1989.

The following are the arrangements for holders of share warrants to bearer who wish to participate in the rights offer:

- (a) In the United Kingdom: Holders of share warrants to bearer who wish to take up their rights (and/or claim any fractional entitlement) should surrender coupon No. 102, together with a duly completed listing, acceptance and excess application form, (in duplicate) and a banker's draft for the amount due payable in South African currency marked "not negotiable" and made in favour of "Rand Mines - Rights Offer" to: Barclays Registrars Limited, 5 Grosvenor Place, London SW1P 9PL, United Kingdom, by Thursday, 30 November, 1989. Holders of share warrants to bearer who wish to obtain a renounceable (all paid) letter of allocation (and/or claim any fractional entitlement) should surrender coupon No. 102, together with a duly completed listing and request form to Barclays Registrars Limited at the address shown above by Friday, 27 November, 1989. Forms are available from Barclays Registrars Limited.
- (b) In France: Holders of share warrants to bearer who wish to take up their rights (and/or claim any fractional entitlement) should surrender coupon No. 102, together with a duly completed listing, acceptance and excess application form, (in duplicate) and a banker's draft for the amount due payable in South African currency marked "not negotiable" and made in favour of "Rand Mines - Rights Offer" to: Credit Lyonnais S.A., 19 Boulevard des Capucines, Paris 75002, France, by Thursday, 23 November, 1989. Holders of share warrants to bearer who wish to obtain a renounceable (all paid) letter of allocation (and/or claim any fractional entitlement) should surrender coupon No. 102, together with a duly completed listing and request form to Credit Lyonnais S.A. at the address shown above by Thursday, 23 November, 1989. Forms are available from Credit Lyonnais S.A.
- (c) Coupons not lodged by Thursday, 23 November, 1989 in Paris or by Thursday, 30 November, 1989 in London will not qualify for the rights to new shares and will be no further valid.
- (d) Holders of share warrants to bearer who wish to apply for additional shares must complete either the separate section contained in the listing, acceptance and excess application form or the separate section contained in the letter of allocation.
- (e) Persons subscribing for new shares whose entitlement derives from a holding represented by share warrants to bearer will have new shares issued to them only in registered form.

For and on behalf of Vindex Corporate Services Limited (UK Secretaries) 19 Boulevard des Capucines, Paris 75002, France

United Kingdom registered and paying agents: Registrar General, 15th Floor, The Corner House, 63 Fox Street, Johannesburg, 2001

United Kingdom secretaries: Vindex Corporate Services Limited, 40 Holborn Viaduct, London EC1P 1AJ

Paris correspondent: Credit Lyonnais S.A., 19 Boulevard des Capucines, Paris 75002

PUBLIC NOTICES

PROCESO INTEGRACION UK LIMITED

NOTICE IS HEREBY GIVEN, pursuant to Section 88 of the Insolvency Act 1986, that a meeting of the creditors of the above-named company will be held at the offices of Cork City, Archibald House, Archibald Terrace, Newcastle upon Tyne NE2 1DQ on Thursday, 9 November 1989, at 11.30 am, for the purpose of considering the proposed order of the court in Sections 88 to 91 of the said Act, viz:

A list of the names and addresses of the company's creditors may be inspected free of charge at the offices of Cork City, Archibald House, Archibald Terrace, Newcastle upon Tyne NE2 1DQ between 10.00 am and 6.00 pm on Tuesday 7 November 1989 and Wednesday, 8 November 1989.

Creditors wishing to vote at the meeting must submit their individual creditors' affidavits in proof of their claims to the offices of Cork City, Archibald House, Archibald Terrace, Newcastle upon Tyne NE2 1DQ no later than 12 noon on 8 November 1989. Please note that the original proof signed by or on behalf of the creditor must be lodged at the address mentioned above (including faxed copies) are not acceptable.

Unless there are exceptional circumstances, creditors will not be entitled to vote unless they have submitted their affidavits in proof of their claims to the offices of Cork City, Archibald House, Archibald Terrace, Newcastle upon Tyne NE2 1DQ no later than 12 noon on 8 November 1989. Creditors attending the meeting must bring with them their original proof of their claims and their original proof of their claims and their original proof of their claims.

LEGAL NOTICES

Notice is hereby given that in a Petition presented at the Probate Court of the Republic of Ireland and having its registered office at the offices of the Registrar of Companies, Dublin, the Court has ordered that the Company's affairs be wound up and that the Company's affairs be wound up and that the Company's affairs be wound up.

L.A. Patterson Solicitor for Petitioner
2nd Floor, 57th Street, New York, NY 10036
Tel: 903-209244 Fax: 903-31402

BUSINESS ENGLISH

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ACCOUNTANCY COLUMN

Final hearings start on US benefits rule

By Pratap Chatterjee in New York

FINAL HEARINGS will begin in Washington today on a proposed US accounting rule which would force companies to deduct from their net earnings the cost of providing retired workers with medical benefits.

So far the Financial Accounting Standards Board (FASB) rule — on accounting for retirement benefits other than pensions — has attracted more than 400 comment letters, making it one of the most discussed FASB projects ever.

Because the US has no national health system, individuals or their employers are expected to pay for their own medical benefits. Companies have tended to deduct the actual cash cost of providing benefits for retirees — just as for medical expenses — from their income every year, rather than setting up a fund to take care of the future liability.

One reason why companies have not funded their retirement coverage in advance and instead gone along with this rather haphazard "pay-as-you-go" route is because, unlike pensions, health benefits are not tax deductible. However, tax considerations apart, the FASB rule has concentrated the minds of US companies wonderfully on the problem of just how big the eventual payout could be.

FASB wants companies to calculate the future costs of funding these retirement plans in advance and deduct it from their income now. Acknowledging the difficulty of absorbing the total liability in one year, the rule would allow companies to spread the cost of catching up —

but over a period of no more than 15 years. If the rule is adopted, the majority of US companies will have to conform to it by 1992, whilst closely held and foreign companies will have until 1994.

Companies have raised an outcry over the FASB rule, protesting that it could cut their reported profits dramatically. Current estimates of the total unfunded liability range from \$150m (£55m) to \$3trillion (million million), all of which would have to be doctored off earnings.

A recent field test conducted by the Financial Executives Institute showed that the profits of a sample of 26 large companies (which included Shell and Du Pont), decreased by between 2 and 20 per cent when they applied the rule. Jumping the gun, General Motors last year charged \$620m to its after-tax income of \$3.5bn.

FASB unveiled the proposal in February, after working on it for 10 years. Mr Dennis Beresford, chairman of FASB, said at the time: "Our objective is to maintain the integrity of financial statements."

The proposal has been attacked almost universally by companies and accountancy firms as being too harsh. Mr Lee Seidler, an accounting analyst for Bear Stern's, said: "It could destroy the balance sheets and income statements of US companies."

That companies have been upset by the FASB rule was demonstrated, somewhat melodramatically, at the recent New York hearings.

Mr Carl Landegger, chairman of Black Clawson, an industrial financing company, said: "If this becomes a

GAAP (generally accepted accounting principle) it will cause pain. It will cause evil. People will literally lose their healthcare benefits because of this."

Four issues have dominated the discussions so far. While many of those who have written in or spoken in New York do not dispute the necessity of accounting for the future liability, many disagree with FASB's present approach to projecting the level of future pay-outs — because it is based on current pension accounting standards.

US healthcare inflation is much higher than ordinary inflation, because the private medical industry has capitalised on the necessity of its services by steadily increasing prices. FASB wants companies to project future costs based on the current rate of healthcare inflation, plus the cost of technological change.

According to the critics, however, while pension funds can predict exactly how much they will need to pay out in the future, medical plans cannot because healthcare inflation and technological costs are less predictable. They would prefer to use ordinary inflation as a measure of escalating costs.

Another bone of contention is the employee's age of eligibility for these benefits. FASB wants companies to project the costs of providing benefits from the normal age at which employees become eligible for such schemes. This age is commonly 55 in the US. Companies say that the actual company age of retirement — which may range up to 62 — should be the date

taken into account. Likewise, the costs of providing the benefits can only be divided over the length of time from employment (or eligibility for retiree benefits) to the date of retirement.

Under the FASB definition, the annual charge to income could be higher because companies have up to seven years fewer over which to spread the costs.

The third issue centres around the catch-up period of 15 years. Companies would like to see this increased to as much as 40 years.

Then there are others who say that the funding costs should be put on the balance sheet rather than charged against earnings.

Two comments have been directed at finding a cheaper way for small companies to implement the rule. Ms Diana Scott, the project manager for the rule at FASB, says neither has offered much more than a simplistic solution. "Both suggestions would have smaller companies use average current cost instead of actuarial projections, which we don't think is a feasible alternative measurement," she said.

Analysts have given the FASB rule a mixed review. The two biggest US rating agencies, Standard & Poor's and Moody's, have welcomed the added information but neither is going to accept the new numbers as an accurate reflection of company retiree health liabilities.

Mr Leo O'Neill, president of debt rating at Standard & Poor's, said:

"The new disclosure isn't going to be entirely suitable for our purposes. Just deducting projected and theoretical liabilities isn't enough. We want to look at actual cash outlays and pay-outs, and management plans are also important."

Mr Harold Goldberg, chairman of Moody's corporate committee, said: "The numbers will establish the liability of the company at a point in time. It assumes a number of things, like the fact that the number of employees of the company will remain constant. Management may have other plans and that will not be reflected in the FASB numbers."

At a recent conference, Mr Doug Sherlock, a healthcare securities analyst in Philadelphia, presented the results of a nationwide survey of investment managers his company had conducted.

Only a quarter of the people he surveyed said they would use the FASB figures often in making investment decisions.

The 1974 Employee Retirement Income Security Act set strict rules for pension plans but largely ignored health benefits. A number of companies tried to take advantage of this by slashing their retiree benefits when they went bankrupt. Last year the US Congress made this illegal unless benefit plans forced companies to go into liquidation.

Now companies are threatening that if the costs of retiree benefits are too high, they may have to cut back on the benefits or even on labour. A number of companies are also lobbying for a national health system.

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The Post Office

ACCOUNTANCY APPOINTMENTS

Chief Accountant

Swindon

Our client is a young, profitable and growing organisation providing financial service and foreign exchange risk protection to UK exporters. Turnover is £250 million and the company employs some fifty people.

A Chief Accountant is required to assume total responsibility for the accounting function including management and statutory reporting, budgeting and planning. Working closely with the Treasury Director, he/she will also monitor foreign exchange exposures on a frequent and continuing basis.

Candidates for this position will be chartered or

£30,000 + car

certified accountants with at least three years of commercial experience. A knowledge of computerised systems is essential and some exposure to foreign exchange transactions would be a decided asset.

A competitive remuneration package is offered together with relocation assistance where necessary.

Please send career and personal details quoting reference F/S20/F to Frances A Bell, Ernst & Young Search and Selection, Becket House, 1 Lambeth Palace Road, London SE1 7EU.

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Oxford University Press Finance Manager

Oxford

Publishing

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Oxford University Press is one of the world's largest and most prestigious independent publishing groups. With group sales turnover of £120 million and growing rapidly, the Press is renowned as a publisher of high quality books, journals and software.

Internal promotion has created the need to recruit a commercially minded Finance Manager for the £65 million turnover UK Publishing Business based in Oxford.

The key elements of this senior role will be:

- to co-ordinate the implementation of new computerised accounting systems.
- financial and management reporting on business sector performance.

- supervision and training a team of five staff.
- active commercial and advisory support for senior non-financial management.

The continuous challenges and opportunities encountered in this fast expanding business will appeal to a young energetic professional. Applicants should be qualified accountants of graduate calibre, aged 27 plus, and should be able to demonstrate good communication skills and a positive approach to problem solving. Good promotional prospects are offered.

Interested candidates should write enclosing a curriculum vitae to Peter Ward ACMA at Peter Ward Associates, Lords Court, St. Leonards Road, Windsor, Berks SL4 3DB or should telephone him on 0753 830881.

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FINANCIAL RECRUITMENT CONSULTANTS

Financial Controller

North West

£25,000 + Car + Benefits

Our client, is a rapidly expanding property management and development subsidiary of one of the North West's longest established companies.

This recently formed division has already taken the first major step towards future income and capital growth, including several high profile commercial developments which are well underway. A number of other developments are also being progressed.

A Financial Controller is now required to complement the undoubted expertise of the existing senior management team. The successful applicant will assume full responsibility for all aspects of the finance function with particular emphasis on asset

treasury management and the development of computerised accounting systems.

Candidates, likely to be aged under 40, should be qualified accountants with a minimum two or three years commercial experience. Strong technical and interpersonal skills coupled with well developed business acumen are prerequisites.

Interested applicants should forward their curriculum vitae to Mark Hurley, BSc, ACMA quoting ref. 4495 or Michael Page Finance, Executive Division, Clarendon House, 81 Mosley Street, Manchester M2 3LQ.

MP
Michael Page Finance

International Recruitment Consultants
London Bristol Windsor St Albans Leatherhead Birmingham Nottingham
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FINANCIAL PLANNING MANAGER

City To £40,000 base, bonus, bank benefits and car

Our client is a major international banking group with worldwide operations. Following a recent organisational review, it has been decided to create a high level financial planning team. Reporting to the Group Manager - Financial Planning, the successful candidate will have a broad ranging role, dealing at the highest levels within the Group on projects vital to the Group's development. The role requires expertise in:

- evaluation of financial performance
- budgeting and long-term forecasting
- strategic and M&A work
- technical financial, accounting and tax issues
- major project evaluation

A key responsibility will be the communication of financial issues to management throughout the Group.

The appointee for this high level position

will be exceptional in calibre. He/she will have four to five years' post-qualification experience and is likely to be in the 30-35 year age bracket. You will be committed to your career, achieving objectives and influencing the growth and future development of the Group. Your presence and credibility will be enhanced by a knowledge of the financial services environment, acquired either within the profession or a financial services organisation.

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Qualified candidates should send their CV, in confidence, to James Forte at the address below, providing details of present remuneration, home and day telephone numbers, quoting ref 8729.

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Accounting Services Controller

Your task will be to provide professional and technical support and advice on all major financial and accounting matters of a non-routine nature.

Preferably ACA, ACCA, or CIMA qualified, you should have around ten years'

accountancy experience, three of which must have been spent within an oil-related environment. The ability to act as a focus for the development and enhancement of financial systems and procedures is essential. Ref. 1289/28

Internal Auditor

You will conduct a wide variety of internal audit assignments as well as advising management on accounting policies and procedures.

ACA or ACCA qualified, you should have a minimum of three years' post qualification experience in commerce or industry, together with a good working knowledge of accounting software packages. Oil industry or overseas

experience would be an advantage. Salaries will be paid free of tax in Qatar and will depend on qualifications and experience. The benefits package, which is of the level you would expect from a major oil producing organisation, includes free housing, medical and dental care, an extensive range of recreation facilities and very generous leave allowance. Ref. 1289/29

Please apply in writing, quoting the appropriate reference number and enclosing a full CV and details of current salary to:

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- Equity issues
- Mergers & acquisitions and buyouts.

- Swaps
- Bonds issues

A sound knowledge of UK corporate tax is essential and a familiarity with European issues advantageous. With strong communication skills, the successful candidate will have the confidence and maturity to liaise easily with both the Bank's senior members of staff and clients.

If you are an accountant with a minimum of 3 years' corporate tax experience and would like to be part of a successful, dynamic and highly professional organisation, then please contact Jane Hayes ACA on 01-831 2000 (evenings/weekends on 01-785 6545) or write to her at Michael Page Taxation, 39-41 Parker Street, London WC2B 5LH.

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Group Taxation Manager

Berkshire

c £40,000 + Executive Benefits

With a turnover in excess of £1.25 bn and significant operations in the UK, Europe, Australasia and North America, our client has achieved excellent expansion in recent years. Sound financial management and selective acquisitions overseas, from which it derives 75% of its revenue, has given the group an enviable position in its industry.

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Candidates will be no younger than 35, have commitment, enthusiasm and an incisive practical mind. A communicative personality is essential given the level of management contact and the considerable autonomy of the role. A degree of overseas travel is a prerequisite of this key position. Details of salary and company benefits will be a matter for individual discussion at the final interview stage.

To discover more regarding the exceptional opportunity, contact Graham King on 01-831 2000 (evenings/weekends on 01-556 6920) or write to him at Michael Page Taxation, 39-41 Parker Street, London WC2B 5LH. Strictest confidentiality assured.

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FINANCE DIRECTOR

c. £45,000 + benefits

ICCH Financial Markets, a subsidiary of International Commodities Clearing House, offers a wide range of products and services to the rapidly expanding futures and options markets worldwide. A vacancy exists for a dynamic Finance Director to take immediate responsibility for the financial management of the Company.

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Joy Brown, Group Personnel Manager, ICCH Financial Markets,
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Funds Accountant

LONDON

Package Circa £40,000

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It is now seeking to recruit a Funds Accountant who will be responsible for the accounting, financial reporting and regulatory requirements of the Commodity Funds. The successful applicant will be expected to continue specification and development of computer based management information systems. He/she will gain an early opportunity to become closely involved in the management and administration of the Funds and in the design and launching of new Funds.

Applicants, aged around 30, should be qualified accountants perhaps with experience gained in either a Funds and/or Futures environment. The remuneration package will include membership of a lucrative performance and profit related bonus scheme and other attractive benefits including a company car.

Please reply with full curriculum vitae to:

Ray Wallhead at Rochester Recruitment Ltd, Garrard House, 31/45 Gresham Street, London EC2V 7DN (Ref: 1259)



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For further details please contact Andrew Fisher on 01-404 3155. Alternatively, write to him at Alderwick Peachell & Partners, 125 High Holborn, London WC1V 6QA. Fax: 01-404 0140.

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Write Box A1391, Financial Times,
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MANAGEMENT ACCOUNTANT

c £24,000 inc. bonus + car Maidstone

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Applications, in strict confidence, should be sent together with a detailed CV to: Sally Stearn, Regional Personnel & Training Manager, The Dutton-Forshaw Motor Group Ltd., Printing House Lane, Hayes, Middlesex UB3 1HQ.

DUTTON-FORSHAW

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Central London

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managers. There will also be some senior level ad hoc projects and occasional overseas travel.

Candidates should be young qualified accountants (probably ACA) of graduate calibre. It is likely that, having trained with a leading firm of accountants, you will now be developing your commercial experience in a large and progressive company. You should have strong technical abilities, well developed communication skills and the ambition to progress quickly within this rapidly growing environment. Self confidence and people skills are particularly important as are sound judgement and a committed approach.

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North Kent/West London

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- * establishing the annual business plan and analysing performance;
- * developing the forecasting process;
- * evaluating new product programmes and capital expenditure proposals.

The team will liaise closely with the other functions in the business both to produce management information of quality and substance and to take appropriate business decisions. The positions may involve some overseas travel.

Ideal candidates will have a real interest in volume manufacturing and be in their mid-twenties/early thirties. Probably graduates, they should be able to demonstrate strong interpersonal skills and, in particular, the ability to work effectively in a highly commercial environment. Highly attractive remuneration packages will be negotiated.

To apply, or for an initial discussion, please send a brief CV to, or telephone: Anthony Jones, Career Plan Ltd., 33 John's Mews, London WC1N 2NS, tel: 01-242 5775 (01-348 3641 between 7.30 and 9.30 pm).

Career Plan
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LIQUID ASSETS LTD

FINANCIAL PLANNING AND ANALYSIS MANAGER

MANCHESTER

UP TO £25,000 + CAR

Liquid Assets Ltd is the Drinks Wholesaling Division of the Boddington Group Plc.

Rapid growth through acquisition has created this Key management role for a high calibre qualified Accountant. Based at Head Office in Manchester, you will assume full control of Management Reporting both at divisional and company level.

Reporting to the Finance Director you will be given considerable responsibility for all budgetary control systems and the monitoring and appraisal of operating results, within this highly acquisitive environment.

If you are a forward thinking ambitious Accountant with the interpersonal skills to deal at all levels, Liquid Assets can offer you excellent prospects coupled with an attractive benefits package and relocation where necessary.

Please forward all applications in writing to:

Accountancy Personnel,
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Manchester,
M2 7W.
Tel: 061 834 933



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HAYS PERSONNEL SERVICES LIMITED COMPANY

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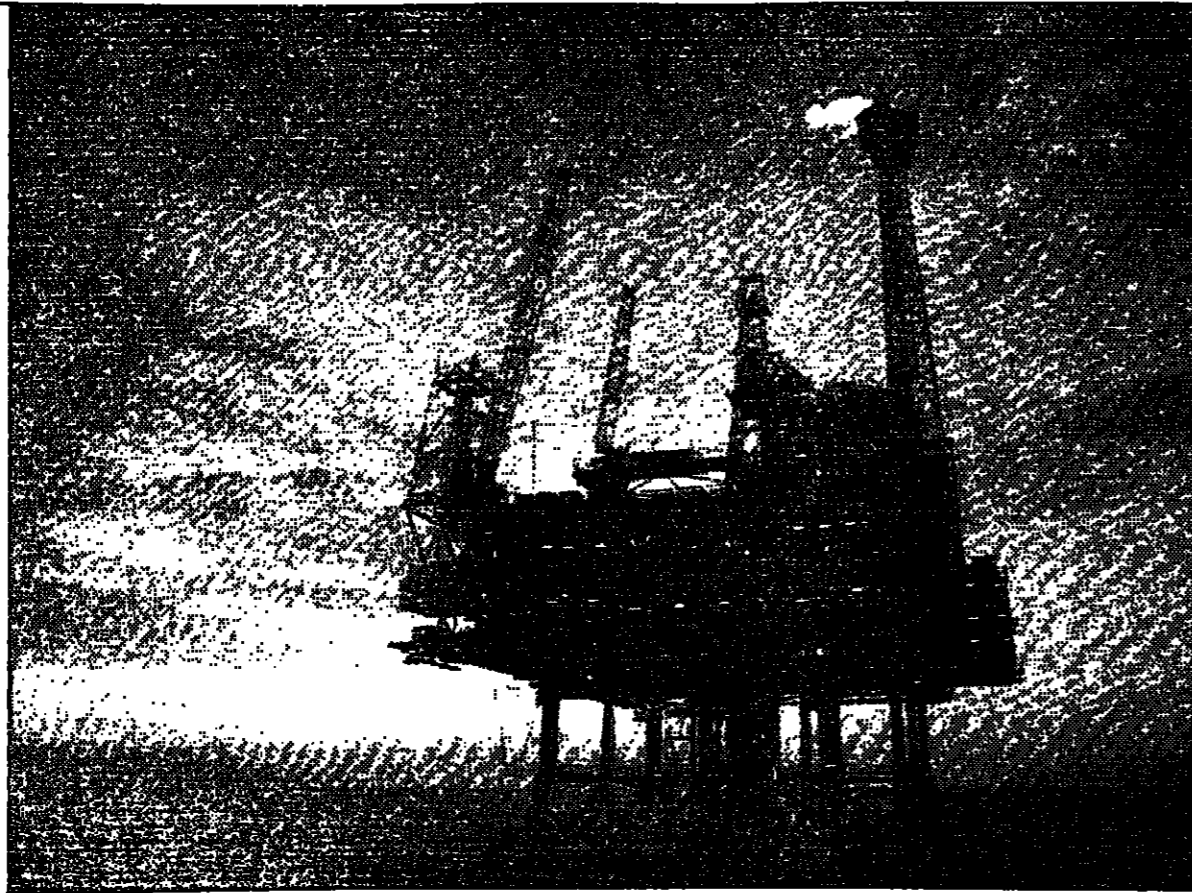
Emerson Electric Co., a diversified, US-based, Fortune 100 multinational corporation with an unbroken record of sales and earnings growth, has an immediate opening for a tax manager in its European headquarters in London.

With responsibility for tax administration in Europe in cooperation with the U.S. Tax Department, the successful candidate will manage the tax planning and compliance activities of our European affiliates. His responsibilities will include reviewing acquisitions, dispositions, and restructurings, planning dividend distributions and coordination group tax reporting.

The candidate should be a self starter with strong communication skills. In addition, he should be a graduate of a recognized university or business school with an accounting qualification and have 3-5 years experience with the tax department of an accounting firm or major corporation. Fluency in English required; other languages a strong plus.

Please apply in writing with detailed CV stating current salary to:

Managing Director - Emerson Europe
39 Portman Square
W1H 9FH London
England



Accountants fuel our business growth.

MOVE WITH US TO GUILDFORD

ARCO British Limited is expanding into the 1990s and entering an exciting new era of discovery and development in oil & gas throughout Europe.

A major UK subsidiary of the Atlantic Richfield Company, one of the largest oil & gas companies in the world, we are a commercially enterprising business and are deeply committed to operations in the UK (both onshore and offshore), in Germany and The Netherlands.

People are the key to our success. That's why we are prospecting for the highest-calibre part- and fully-qualified Accountants who will help to fuel our further success.

We have immediate opportunities for:

- Joint Venture Accountants
- Capital Accountants
- Systems Accountants
- Joint Venture Auditors

The work will be challenging and our sophisticated environment stimulating. We are piloting advanced new computerised financial systems for ARCO worldwide and our small team structure emphasises individual responsibility and provides wide scope for you to make a visible personal contribution. Initially based in London's West End, we will soon be relocating to prestigious, new offices in Guildford and there will be opportunities to progress your career internationally.

We are looking for ambitious professionals with anything from 2 years' part-qualified experience in a "blue-chip" environment to 5 or more years' post-qualification experience. An oil industry background would be an obvious advantage but is not essential.

We offer salaries up to £32,000pa to reflect your qualifications and experience plus a valuable benefits package including non-contributory pension, free health care and life assurance schemes. Generous assistance with relocation will be provided where appropriate.

If you have the skills to fuel our further growth, please telephone or send your cv to: Julian Yates, Senior Employee Relations Adviser, ARCO British Limited, ARCO House, 48 Grosvenor Street, London W1X 9AN. Tel: 01-409 2466 ext. 3888.

ARCO

ATLANTIC RICHFIELD COMPANY ATLANTIC RICHFIELD COMPANY ATLANTIC RICHFIELD COMPANY

Group Financial Controller

Financial Services: Career opportunity
City
c.£37,000 plus bonus and car

A highly regarded and substantial international financial services group which in turn is part of a much larger and well-known International Group, the company has a record of sustained growth, both organic and through selective acquisition. Owing to a promotion a new Group Financial Controller is now required to take control of a small head office team.

The role will be wide ranging and challenging. Reporting to and working closely with the Group Chief Financial Officer the primary function will be to exercise a financial control function

over its head office and operating companies in the UK, US, Far East and Australasia instigating improvements in current reporting systems as required.

Candidates should be graduate accountants, ideally chartered, aged around 30 who have gained experience in a head office of a P/c or other large international group. Experience with sophisticated computerised systems and familiarity with PCs is especially sought. Knowledge of the financial services sector a bonus. The personal qualities of diplomacy, resource-

fulness and resilience plus a commercially aware and ambitious approach are essential.

An attractive salary package will be negotiated with the successful candidate. Prospects for further advancement in the group are excellent for the right individual.

Please write enclosing a full CV and salary details quoting reference E/0013 to: Christopher Bainton Executive Selection Division Price Waterhouse Management Consultants No. 1 London Bridge London SE1 9QL.

Price Waterhouse

FINANCIAL EXECUTIVE

High profile role with growing UK multinational
West of London c.£30,000 + Car + Benefits

A world leader in several high technology markets, our client's phenomenal sales and profit growth in recent years has been achieved through technological innovation and strategic acquisitions. Sales exceed £500 million and are growing strongly.

Due to an internal promotion the Group is looking for a Financial Executive whose role will be two-fold: providing financial and operational support to the Chief Executive of a major division with turnover in excess of £100 million; and taking responsibility for a wide range of corporate projects including acquisition analysis, strategy modelling, investment proposals and financing alternatives.

This is a non-routine role providing an insight into a diverse manufacturing Group at the most senior levels. It will provide

invaluable business experience within a Group whose growth and personal development strategy provide first rate career opportunities.

The role will suit a qualified accountant, preferably with at least two years' post qualification experience in industry. Age will not necessarily be a limiting factor. Of more importance will be your sound financial skills, a commercial orientation, computer literacy and the ability to interact and influence at the most senior levels. Some worldwide travel will be required.

To apply, or to know more, please write in confidence with a full CV and salary details to Sue Rossiter, quoting reference 614. Alternatively, please telephone her on (0628) 75956 for an informal discussion.

MKA EXECUTIVE SEARCH AND SELECTION LIMITED
MKA House, King Street,
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Telephone: (0628) 75956 Fax: (0628) 770065

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FINANCIAL CONTROLLER

Insurance Company - South Coast

Age 30+ Neg. from £30,000 + car and benefits

A long established UK company, based on the south coast and part of an international insurance group with its head office in Stockholm, wishes to appoint a financial controller. The company has shown steady growth to its current annual premium income of £14.0 million, specialising in the provision of insurance for non-drinkers.

Candidates must be qualified accountants and be capable as a member of the management team of making a creative contribution to the company's strategy and policies. They should have experience of the financial services industry, and be computer literate, an IBM System/38 computer having been installed. Fluency in a second European language would be an advantage.

An attractive remuneration package will be negotiated. There are excellent prospects.

Applications should be sent in confidence, giving full details of career to-date and of current remuneration, quoting ref. NR/8939, to Patrick Bailey, at-

246 Bishopsgate
London EC2M 4PB

**NEVILLE
RUSSELL**
Management Consultants

Lazard Brothers & Co., Limited

Lazards is a leading City merchant bank of the highest reputation. It is seeking two high calibre accountants to fill vacancies which have arisen as a result of internal promotions.

Group Management Accountant

As a senior member of the finance department you will take responsibility for management reporting at Group level. Key responsibilities will include production of Board reports, budgeting, cost analyses and involvement in high level management analysis work and decision support projects. The position will bring substantial involvement in the development of powerful new management reporting systems and you will play a key role in the design and implementation of the new mainframe computer system.

Aged 27-32, you will be a highly motivated graduate calibre qualified accountant. Essential attributes will include some finance sector experience and the ability to communicate effectively. Also important are PC literacy, an interest in systems development and the ability to manage a team of half a dozen staff.

Group Project Accountant

By its nature more difficult to define, this role will involve dual responsibility for (i) a variety of projects and (ii) Group statutory accounts. Projects will be focused on the development of the bank's own businesses, while statutory responsibilities will include advising on changes in accounting practices, monitoring the bank's investments and having some involvement in Group financial structures.

Aged 26-30, applicants must be first rate graduate chartered accountants with the technical and communication skills necessary to work confidently at senior director level.

For further information please contact Janet Bullock on 01-831 2000 or write to her enclosing a detailed curriculum vitae at Michael Page Finance, Financial Services Division, 39-41 Parker Street, London WC2B 5LH. Strictest confidentiality assured.

MP
Michael Page Finance

International Recruitment Consultants
London Bristol Windsor St Albans Loughborough Birmingham Nottingham
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Financial Controller

Marketing And
Distribution
Manchester,
c.£28,000, Car, Benefits

This £40m turnover company is the UK marketing and distribution arm of a worldwide group employing over 12,000 people. Reporting to the financial director, you will control all financial aspects of the business and play a major role in several key projects, including the implementation of new computerised financial systems on an IBM AS400. You will manage a team of 12 staff and be actively involved in all areas of the company. Aged 28-35 you will be a fully qualified accountant with at least 3 years post qualifying experience in commerce or industry. You will also have staff management experience and be computer literate. Your personal qualities will include good presentational skills and commercial awareness. An excellent package includes a salary c£25,000, bonus, executive car, family health insurance, good pension scheme and exciting career prospects. J. Morrison, Ref: M19057/FT. Male or female candidates should telephone in confidence for a Personal History Form, 061-832 3500. Fax: 061-834 8577, Hoggett Bowers plc, St. James's Court, 30 Brown Street, MANCHESTER, M2 2JF.

Hoggett Bowers

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BLACK & DECKER.

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& competitive

One of the world's leading marketing and manufacturing firms, with worldwide turnover of US \$6bn, Black and Decker has a reputation for quality and innovation second to none.

Within the UK Financial Planning Department, an opportunity for a qualified accountant (ACA, CACA, CIMA), with at least one year's post qualification experience, has arisen in the key area of customer service.

This broad analytical role offers the opportunity to impact upon this market-driven business with considerable exposure

to senior line management. Specific responsibilities will include the financial planning and controlling of transportation and warehousing operations, and all areas of After Sales Service. There will be a significant amount of project work, together with budget setting and reporting.

Reporting to the Profit Manager, the successful candidate will be aged 25 to 28, commercially aware and have the necessary personal and presentational skills to liaise with multi-disciplined management. He or she will be spreadsheet literate and have the ability to report to tight deadlines.

H.M.A.
RECRUITMENT

To discuss this opportunity please contact Jack Henderson at H.M.A. Recruitment, Chancery House, 53-64 Chancery Lane, London WC2A 1QS. Telephone 01 242 1822 (Office Hours), 01 660 6342 (Evenings or Weekends) or Fax 01 831 6425.

FINANCIAL CONTROLLER

Northants

Circa £37,500 + car

This £20m turnover British USM Group is well established as a major UK software house and a market leader in microbased accounting applications. It has ambitious plans for continuing expansion through acquisitions, technical innovations and penetration of new markets.

The Financial Controller will play a key part in helping to manage and shape these strategies. Reporting to the Group FD, with ten staff, the successful candidate will take responsibility for the centralised financial management and control function. This will entail building the team and improving the systems to provide the highest quality of financial and management information for group decision making purposes. In addition the brief will be to provide active support for future acquisitions and their subsequent integration, and for new market strategies through close liaison with operational and technical management.

This is a commercial role in a fast moving environment. Candidates should have sound technical strengths, strong teambuilding skills and a flexible business oriented approach. You are likely to be a qualified accountant in with sharp and financial management experience gained in a progressive medium sized company. A background in manufacturing, retail or fmvc would be an advantage. Age indicator: 32 plus.

The company will provide generous benefits, a relocation package if appropriate and genuine scope for career progression.

Please reply in confidence, giving concise career, personal and salary details to Paul Carvoso, quoting Ref. LAB4.

Egor Executive Selection,
58 St. James's Street
London SW1A 1LD (01-629 8070)

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SELECTION

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Commercial Mind for Major International FMCG Business

FINANCE CONTROLLER, EUROPE

Age — Early/Mid 30s

neg c. £40-45,000 + Bonus to 30% + Car

Our client is the European regional headquarters of a 'market leader' fully international fmvc business, which is a significant constituent division of a major diverse British plc. Competing operations in 14 countries run along decentralised lines, a strong 'team' approach to this dynamic business is fostered via the control and influence of a small group of divisional heads based in Central London.

An ambitious, commercially-minded individual is sought for the newly-created appointment of Finance Controller, Europe, to act as the right-hand 'partner' support to the regional Finance Director. In this highly visible role, your responsibilities will embrace a broad range of activities, both ad hoc and regular, including:

- Business development and enhancement through evaluation of methods and strategies to assist the expansion of regional operations (including examination of joint ventures, acquisitions etc).
- Identifying opportunities for streamlining information requirements.
- Providing a high-level financial and business analysis 'service' to the regional Managing Director.
- Formulating regional business plans and budgets, in close co-operation with the regional Managing Director.

- Reviewing regional performance against budgets and forecasts, cash and operating asset positions and recommending action for improvement.
- Acting as a liaison between the regional, divisional and corporate headquarters.

The role, which will involve periodic travel, is seen as developmental, and will act as an excellent career spring-board to a more senior financial or commercial appointment in the division or the wider group.

You will be a graduate, qualified accountant with highly developed communication and presentation skills enabling you to promote your ideas. You will possess an agile mind, capable of a high degree of creativity and initiative, and have a keen awareness towards MIS development opportunities. You will ideally have had previous exposure to international operations, probably in a controlling or financial planning capacity within a fast-moving environment. In addition, you will be a team player and possess a strong but diplomatic personality capable of building good working relationships with other disciplines and across international boundaries.

Interested individuals should write, enclosing a recent CV and current salary information, to Harry Clayson, Director, at FMS, 14 Clark Street, London W1X 1PE Tel: 01-491 3451.

F M S

Search and Selection Specialists
for
Financial Management

DIRECTOR OF FINANCE

FMCG

South East

Our client, a blue chip US multinational with a world wide turnover of \$1.5 billion, is committed to further strengthening its dominant market position through new product ranges and product development. There is now an immediate requirement for a key individual to join the Board of the UK Marketing Company.

Reporting to the Managing Director, your principle responsibilities will comprise the co-ordination and management of the finance and administration function. This will include Financial and Analysis reporting, MIS and Operations development, together with policy implementation and control. A chartered accountant or ACMA, aged

between 30-40 with five years' commercial experience, preferably gained within a US company or an international FMCG group, you should possess proven man-management and communication skills in order to lead a highly committed team with overall responsibility for seventy staff.

In addition to the advertised salary, the benefits package includes a substantial bonus, fully expensed car and share option scheme.

Interested applicants should telephone Giles Daubeny on 01-437 0464 or write to him, enclosing a detailed CV, at the address below.

ROBERT • WALTERS • ASSOCIATES

RECRUITMENT CONSULTANTS
Queens House 1 Leicester Place London WC2H 7RP
Telephone: 01-437 0464



SENIOR MARKETING ACCOUNTANT

BIRMINGHAM

PACKAGE c£23,000

For further information contact:
Accountancy Personnel,
14 Temple St.
Birmingham,
B2 5SE.
Tel: 021 643 8201.

Cadbury International Limited, currently entering an exciting growth phase in terms of both product and market development, require an innovative business orientated qualified accountant for the above position. CA is achieving significant profitable growth and requires additional high calibre management as it expands both organically and through Group acquisitions. You will be working with Export Sales Managers to enhance business performance through the mix of volume, price and marketing investment using sophisticated interactive computer operations.

MARTINEAU JOHNSON

SOLICITORS

MANAGEMENT ACCOUNTANT

BIRMINGHAM CITY CENTRE

c£20,000+BENEFITS

For further information contact:
Accountancy Personnel,
14 Temple St.
Birmingham,
B2 5SE.
Tel: 021 643 8201.

Our clients, a prestigious, well established and rapidly expanding firm of Solicitors require a fully qualified ACMA, with a good appreciation of E.D.P. operations for the above position. Currently entering an exciting growth phase, following a consistent record of achievement, Martineau Johnson, are looking for a high calibre, articulate and versatile person, with the ability to play a crucial part in the growth of the practice.

Foreign Colonial

FINANCIAL ACCOUNTANT

EC4

EXCELLENT PACKAGE

For further information contact:
Accountancy Personnel,
25 Whitehall St.
London,
E1 7HP.
Tel: 01 247 3218.

Our client, an investment management group founded in 1988 with the establishment of the oldest investment trust and which now manages funds in excess of £3 billion, has a progressive approach and a commitment to future growth. A Qualified Financial Accountant is now required in this specialist area to provide accounting support to the company's investment trusts. Main responsibilities include the production of trial and interim accounts, VAT and corporation tax returns, preparation of board papers, and other statutory returns. The successful applicant should have at least 2 years post qualification experience preferably within Financial Services/Investment Trust Accounting. Salary would be by negotiation according to experience and includes an excellent package of benefits.

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Finance Director

c£35,000 + Relocation

Midlands

An important national company has created a subsidiary to manage property development interests — both commercial and residential. If you're aged between 30-35 and consider yourself to be dynamic, here is your opportunity to get in on a major expansion programme. Your key tasks will include advising on all accounting matters, including taxation and budgetary control, as well as assisting the MD in maximising the return on capital investment.

An excellent salary package is offered, so if you have experience in a senior financial role and a background in property development — please send your career details to: Christine Howett, LINK Financial Recruitment, 80/82 Union Street, Glasgow G1 3QS or phone her on 041 221 8323.

LINK
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RECRUITMENT

ANALYST/RESEARCH

Media Investments

Salary to £25,000

A newly formed venture capital organisation which will play a leading role in the formation of the emerging European media market is seeking an Analyst/Researcher

CANDIDATES SHOULD:

- Be a qualified accountant/business school graduate or have a degree in Economics.
- Be able to communicate well verbally and in writing.
- Be interested in the media business.
- Have some knowledge of a foreign language (especially French).
- Have commitment and enthusiasm to cope with irregular hours and deadlines.

TO APPLY, PLEASE WRITE AS SOON AS POSSIBLE ENCLOSED YOUR CV TO BOX A139, FINANCIAL TIMES, ONE SOUTHWARK BRIDGE, LONDON SE1 9HL

DIVISIONAL FINANCE DIRECTOR

£Excellent + Car + Benefits

North East



DARCHEM

The Darchem Group of Companies offers a wide range of engineering and construction products and services to customers throughout the world and is expanding rapidly through organic growth and acquisition in its core business areas. Part of William Baird PLC, Darchem Limited has a turnover in excess of \$100 million and employs some 3,000 people in over 20 locations in 5 operating divisions.

This major appointment is for the Building Services Division which offers, for sale or hire, relocatable accommodation and storage units and manufacture of modular building systems. Reporting to the Divisional Managing Director the position carries responsibility for the strategic and financial management of a number of independent operating units throughout the UK, Belgium and France. Objectives will include the identification and investigation of future European acquisitions, their subsequent assimilation within the group together with the on-going implementation of financial controls and monitoring systems.

This is a superb opportunity for an energetic and commercially aggressive accountant to join a highly committed and entrepreneurial management team within a rapidly expanding group. The successful candidate will be expected to play a major part in the achievement of corporate objectives which will see turnover increase substantially in the next 2-3 years.

Candidates must be qualified accountants, probably aged 35-45, with sound technical experience ideally gained in a contracting environment along with exposure to corporate acquisitions. Fluency in French is essential together with the commercial confidence and personal strength necessary to fulfil this demanding role which will involve some European travel.

This is a rare opportunity for an individual with drive and enthusiasm to contribute immediately in a new appointment where results and achievements will be clearly visible.

For further information, please contact Kevin Gordon, Regional Director quoting ref. 89M/1267FT at Daniels Bates Partnership Ltd., 5th Floor, Sun Alliance House, 16 Albert Road, Middlesbrough, Cleveland TS1 1PR or telephone him on (0642) 248111.

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Birmingham (021) 248111
Aylesbury (0494) 303400
Hull (048) 283600

Financial Controller (Director Designate)

Surrey - c £32,000 + Car

As a leading security systems company, part of a major international group, our client has an enviable reputation for the quality of its product range and after sales service.

Increased autonomy coupled with continued expansion has dictated the need for tighter financial control.

Reporting to the Managing Director and participating fully in policy matters, the successful candidate will be responsible for the effective control of the financial affairs of a substantial company.

Probably aged 30+, a qualified accountant with strong leadership qualities, computer literacy and commercial realism. Relevant experience of the industry would be an asset.

Please write in complete confidence quoting reference E203 to:
Executive 2000, Sutton Park House,
15 Carsholton Road, Sutton,
Surrey SM1 4LE

EXECUTIVE

SEARCH AND SELECTION

Divisional Financial Controller

Midlands based

£27,000 + bonus, car and benefits

The Newship Group as an enviable record as a successful private group. The businesses comprise a number of sound, niche market medium-sized companies, together with a controlling interest in a substantial plc.

Success has been based on sound financial control and we now seek to appoint a Midlands-based financial controller who working closely with his Chief Executive, will have responsibility for monitoring and directing a portfolio of autonomous companies and will become actively involved with the development of the businesses.

Applicants will be enthusiastic qualified accountants ACA, ACMA or ACCA, aged 28-40, clear thinking, straight talking and computer literate and possessing toughness and the endurance to rise to challenge and demands in a hands-on, progressive environment.

Please apply in writing to:

The Finance Director
NEWSHIP GROUP LIMITED
Clay House, 12-19 Queens Road,
Weybridge, Surrey KT13 9XB

FINANCIAL DIRECTOR

A CHALLENGE!

We are a £20m consumer products company who has had a series of bad experiences with Chartered Accountants. In fact we have seen five come and go in as many years.

This will put you off and a good thing too, because we are sick to death of minicrate minded fogwagons, who see accounting as an end in itself and a hundred times more important than anything else including making the product and selling it for a profit.

The hard facts of the business are:

- CONSUMER DEMAND - BRILLIANT!
- 30% better than expected but not being supplied
- PRODUCTION - DISASTROUS!
- 20% down, effective steps already taken
- GEARING - TOO HIGH!
- Double what it should be
- BORROWINGS - BANK CONCERNED!
- Lack of sufficient cover, and financial management
- NEW PRODUCTS AND MARKETS - TREMENDOUS POTENTIAL!
- As yet virtually unexploited
- PROSPECTS - EXCITING!

Nothing to stop us getting to £100m and seeking a stock market listing in 3/5 years, except ourselves.

We need a strategic accountant who will help plot a reliable course through to where we want to go and will ensure that we get there.

If a challenge is what you want and you are prepared to give up a safe career, we can offer you:

- An excellent salary and benefits package
- A 1% equity stake in the company, redeemable at flotation
- A seat on the board

THERE'S THE CHALLENGE THIS COULD BE THE CHANCE OF A LIFETIME. PICK UP YOUR PEN AND WRITE BOX A139B, FINANCIAL TIMES, ONE SOUTHWARK BRIDGE, LONDON SE1 9HL

X

ACCOUNTANT European Operations

City to £26,000 + bank benefits

Global securities house seeks a chartered accountant, aged 24-27, to support senior operations staff in their expanding European business. Responsibilities will include business analysis and appraisal and a considerable range of project work. Ref: 130742/hkm

SENIOR ACCOUNTANT

City £28,000 + Car

Blue Chip organisation seeks qualified accountant, aged 28-35, with large company background to be responsible for management information. With involvement in project work, financial evaluation and management accounts, this high profile role has superb prospects. Ref: 131228/csm

MANAGEMENT CONSULTANT

London to £30,000 + Car

Qualified accountants, aged 27-33, are sought by expanding international consultancy. With a minimum of 2 years' experience in a major commercial organisation, you will be a logical thinker with an innovative approach to problem solving. Ref: 115628/sml

For further information please contact

MANAGEMENT PERSONNEL
25 City Road, London EC1Y 1AA
Tel: 01 256 5041 (24 hours)
Fax: 01 374 8848

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RIYAD BANK Saudi Arabia

COMPUTER INSPECTORS

Riyad Bank, one of the largest and most prominent Banks in the Middle East with a network of over 150 Branches in Saudi Arabia, is offering outstanding professional opportunities for the following positions in our Inspection Department, Head Office, Riyadh:

INSPECTOR - SYSTEM & INSTALLATIONS

Responsible for inspecting all the Bank's critical computer systems and installations, evaluating and reporting on control and security deficiencies and non-compliance with the Bank's Operational Rules and Regulations. Assignments will range from reviews of specific banking applications, such as ATMs, through to comprehensive reviews of our IBM 3090 computer installations. This position requires a degree of professional level education and a broad, thorough technological background, with a minimum of 5 years experience in a system environment, preferably IBM based. Experience in computer operations, data centre management, systems programming and/or data communications would be advantageous. A minimum of 2 years computer audit experience, preferably in a banking environment is required.

BASE SALARY UP TO £45,000.-

INSPECTORS - COMPUTERS

Responsible for a range of duties associated with the inspection of the Bank's computing facilities. Participation in systems development reviews, production system inspections, and inspection of computer installations will be required. Tasks will range from the review of functional and design specifications, to identify and comment on control and security deficiencies through to the development of audit test packs and interrogation software. The environment is IBM 3090/MVS-XA with extensive use of PCs and data communications. Two positions exist at this level, both of which require a degree or professional level education. At least 2 years systems development experience and 18 months computer audit experience is also required. Banking experience will be a definite advantage.

BASE SALARY UP TO £38,000.-

Each of the positions will include the following perquisite compensation package along with a competitive base salary:

- Furnished housing in Western style accommodation.
- Transportation allowance.
- One month annual leave, round trip airfare tickets for employee and family.
- Medical care and other benefits as provided by Bank policy.

Personal interviews with selected candidates will be held in London in November/December 1989 for these positions. If you qualify, please send your resume in confidence right away, including present salary to:
MANAGER, RECRUITING, RIYAD BANK, HEAD OFFICE (ID)
P.O. BOX 22613, RIYADH 11416, SAUDI ARABIA.



UNIVERSITY OF DUNDEE

**MATHEW CHAIR OF ACCOUNTANCY
AND INFORMATION SYSTEMS**
(Ref EST/39/89/FT)

**CHAIR OF ACCOUNTANCY OR OF
BUSINESS FINANCE**
(Ref EST/40/89/ET)

Applications are invited for the above chairs in the Department of Accountancy and Business Finance, which is currently expanding and is strongly committed to research. The successful applicants will be active researchers and will be expected to participate in the leadership of research teams and in the development of teaching programmes in one or more of the areas of accountancy, management information systems or business finance.

Further Particulars from, and applications in writing with CV (8 copies or, if posted overseas, one copy in a format suitable for photocopying) and the names and addresses of three referees to, the Personnel Office, The University, Dundee, DD1 4HN. Please quote appropriate reference number. Closing date: 24 November 1989.

FINANCE DIRECTOR

£20K + Negotiable and Quality Package
Located in Northamptonshire

United Counties is a fast moving bus company which has risen to the challenge of deregulation and privatisation.

In 1987 United Counties became a subsidiary of Stagecoach (Holdings) Limited, the largest independent public service vehicle operator in Western Europe, with a reputation for growth by acquisition.

This challenging role will include responsibility for all financial controls, computer systems, management information to both Corporate and Line Management and Company Secretarial duties. There will also be some involvement with other Stagecoach subsidiaries.

An excellent package is being offered to the successful candidate, who must be energetic and enthusiastic with a proven ability to lead and work with people at all levels.

Please apply in writing, or by Facsimile, enclosing an up-to-date Curriculum Vitae, to:-

Mr W B Hinkley
Managing Director
United Counties Omnibus Company Limited
Bedford Road
Northampton NN1 5NN
Fax No: (0604) 231409

by 17 November 1989

Buses mean business

Director Of Finance & Administration

West Country c.£35,000 + Benefits

Our client firm has experienced rapid progress and expansion in recent years, highlighting the need to appoint a Director of Finance & Administration who will make a significant contribution to the management of the partnership.

Primarily, the Director Designate will take a key role in the running of the administrative and financial systems and their staff. He/she will also provide appropriate business advice and financial control in order to achieve the firm's long-term goals.

Candidates should be aged middle 30's to middle 40's with a recognised professional qualification and degree, together with a good business and commercial background. Their experience should include proven management skills, preferably in a partnership environment, and involvement in the use of computer-based management information.

The person responding to the challenges of this new professional appointment at this time of significant change will find a long-term and rewarding career with our client.

Please write in confidence to Clare Tattersall, quoting reference LM318 enclosing full curriculum vitae and daytime telephone number, at Spicers Executive Selection, 13 Bruton Street, London W1X 7AH.



SPICERS EXECUTIVE SELECTION
A MEMBER OF SPICER & OPPENHEIM INTERNATIONAL

Management Consultancy

London based Package c.£40,000 + Car

Our client is a top twenty firm of chartered accountants with a developing UK national practice and strong EEC/overseas connections.

They require an experienced Management Consultant who would welcome joining in the development of an established but small consultancy, with a view to taking a leading role within the next few years. Formal qualifications in a recognised discipline, numeracy and strong interpersonal skills are necessary and

previous experience in industry or commerce will be seen as a positive advantage. The preferred age is early to mid thirties, but older candidates with relevant experience will be considered.

This role will prove particularly attractive to a dedicated Management Consultant currently within a medium sized consultancy who is now looking for greater career prospects.

Please apply in complete confidence to Stewart Wight, Austin Knight Selection, Knightway House, 20 Soho Square, London, W1A 1DS, quoting reference 1091/SW/89.



A Leading Company in Saudi Arabia Requires

Assistant Director of Internal Auditing

Qualifications: Minimum Bachelor of Commerce. Major in accounting or business administration and CPA or CIA or CA.

Experience: Minimum 5 years of supervisory responsibilities in the internal auditing department of an industrial and/or commercial conglomerate. This experience should include minimum 2 years of auditing computerized accounting systems, and application of computer and statistical sampling in conducting operational, financial, and technical internal audits.

Languages: Bilingual is a must (English/Arabic)

Attractive financial package will be offered
Please send your resume including your phone number to:

Director of Internal Auditing
P.O.Box 1011, Riyadh 11431
Saudi Arabia

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COMPLIANCE

— enabling or enforcement?

London

Manager
£29,000 plus car

The Compliance Manager who joins us will be working with the firm's Compliance Partner to ensure that we comply with the requirements of the FSA, the ICAEW's regulations and FIMBRA's rule book.

Within Grant Thornton, strongly independent in its market place and with 48 offices throughout the country, the role is as much about creating understanding and influencing as it is about monitoring and enforcement. There will, of course, be a need to check that our compliance manual and our procedures are adequate, that our activities comply, but in addition we want someone who can, within the offices, identify opportunities for giving compliance advice to clients, and assist in providing that advice.

You should be a manager with probably 2 years experience at that level and ideally you will have some relevant experience of the financial services industry (from perhaps an audit or PFP background).

Please submit your CV to: Peter Green, Compliance Partner, Grant Thornton, Grant Thornton House, Melton Street, Euston Square, London NW1 2EP - if you prefer telephone first on 01-383 5100.

Grant Thornton

Touche Ross International

AUDIT MANAGER INTERNATIONAL SERVICES Cyprus Based

Touche Ross, Saba & Co is the largest nationally based public accounting firm in the Middle East with offices spanning the Arab world, North Africa and Mediterranean.

The Manager will join the Special Services Division based in Cyprus and have responsibility for an extensive portfolio of major clients in various countries including public sector corporations and international companies in financial services, oil and construction. The Division also provides support and special services to the Firm's established offices throughout the Region.

This is a unique opportunity for a highly motivated and experienced Manager who must also possess good interpersonal skills, strong leadership attributes and a business development flair.

Most important, as the appointment involves extensive travel, applicants must have the ability to adapt readily to different environments and situations.

Career advancement opportunities are exceptional. The package includes a high tax free salary and participatory bonus, free accommodation, in-house training, life and medical insurance, home leave and airfares.

If you are interested, telephone Michael Nagle FCA or Martin Dyas on 01-727 9278 or send detailed CV to:

SABA & NAGLE INTERNATIONAL
International Recruitment Consultants
135 Notting Hill Gate, London W11 3LB

Financial Director

Lancashire around £25,000+bonus, car

The company is a £7million turnover business distributing automotive accessories and spares in high volumes to a wide range of wholesale and retail customers and is part of an expansion-minded British industrial group.

The Financial Director, managing a dozen staff, is responsible for all aspects of accounting and DF. It is very much a shirtsleeves role with the emphasis on implementing and developing management systems and financial controls in a fast-moving business.

Candidates, male or female, probably in their early/middle 30s, must be qualified accountants experienced in applying computerised financial management controls and information systems in manufacturing industry or distribution.

Salary negotiable around £25,000 plus bonus, company car and excellent benefits package including relocation help if needed. Please send full career details, in confidence, to DA Ravenscroft.

Ravenscroft & Partners

Search and Selection
20 Albert Square, Manchester M2 5PE

FINANCIAL DIRECTOR - SOUTH CHESHIRE

A leading clothing manufacturer requires a Financial Director, reporting to the Chief Executive. The successful candidate will play a central role in the formulation of policy and the development of business strategy and be responsible for the establishment of sound financial controls at all levels of the group business.

Candidates will be qualified accountants with a proven record in senior management with a high level of commitment, in addition to being able to work closely with other members of the management team.

This position offers a challenging opportunity with a commencing salary of £30K, together with an attractive benefit package including relocation expenses where appropriate. Age range 30/45.

Applications in confidence, enclosing full C.V. to:

Chief Executive
I. & M. Kindler Ltd
40 Queen Street
Crewe CW1 4AN

Financial Directors

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